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Health care sector and third sector organization's productive partnership in collaborative networks.

Case Study: OLKA®, Key factors which promote productive networking in collaboration with affiliates and multifaceted professionals.

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<p>The purpose of the study was to discover perceptions of productive networking and to gain a holistic view of beliefs and motivations towards productive networking behavior. The study was conducted in cooperation with OLKA®, which is a branded model name, and their key partners. The aim of the study is to identify the current organizational purpose of OLKA and their networking capabilities, also to appraise which networking characteristics collaborating partners see as productive networking. The result derived from this study are to assist OLKA to further facilitate their internal effective networking behavior, along with sharing the results with collaborative partners. The individuals interviewed consisted of OLKA representatives and affiliated peer support organizations. The case study was conducted by using qualitative research methodology, to understand the perceptions of what makes networking productive. Primary data was collected by doing telephone interviews. The data analysis process of the study was performed by using content analysis.</p> <p>It was determined that interviewees perceived that the strength that comes with teamwork was the core reason for networking. Goal and purpose oriented driven organizations promote networking behavior with strategic leadership behavior, creation of something new, continuous goal awareness and, the ability to seek out a relationship that promotes the agenda. Through the data obtained in this investigation it was seen that OLKA representatives and partners thoughts on this concept were convergent. Opinions expressed contained statements about supporting education, management's commitment, personal pledge and self-direction. Both OLKA representatives and OLKA partners expressed that their organizations internal visibility was increased through their networking and participation in community activities.</p> <p>Productive networking being written into the business strategy was determined to be an important future goal, something that was missing from present business strategies. Not only was it described that OLKA gave expertise knowledge but also, they engrossed other organizations learned knowledge and expertise in developing the OLKA brand and services. Productive networking communication channels differed from what position the individual held in their organizations. Bilateral communication and organizational synergy were determined to be a value driver in productive networking. Although, the choice of communication channels was impacted by the size of the organizations. Suggestions for future studies would be to determine how productive networking is evaluated and supported within organizations. It was clearly seen that the importance of productive networking is increasing with in the health care sector but ways of monitoring and evaluating its effectiveness were hard to describe or determine.</p>	
Keywords	Purpose organization, networking, public sector, management, health care, volunteer, networking, leadership

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1 Introduction

Patient organizations within health care sector are mainly non-profit organizations that rely heavily upon networking to sustain the development and expansion of their organizations. According to D'Souza, networking are relationships that support the provider and supports the user in a multi beneficial way. There are many different roles in networking that people take but the mutual goal should be to build a community that provides support to reach set goals. (D'Souza 2008.)

What kind of experience patients have towards the health care provided is partially related to the success of care and it enhances the patient's own sense of empowerment and self-motivation towards the medical care given. This encompasses not only the specific treatments given by medical professionals but also the patient experience is affected by the provision either of support systems, hospital based or through the patient's own social network. These factors have been shown to have a positive effect on treatment success. (Fry 2019.)

In Finland specialized health care is centred in major cities across the country in university hospitals, where all medical specialties are represented. Within these hospital facilities there is not only the patient to whom care is provided to, but there is a larger network encompassing how the patient's situation affects their whole social well-being. This also influences how the patient related to the care provided. Family and other support networks, along with the patient, must be provided with information, peer-support and quality health care.

The purpose of the study is to provide OLKA[®] *, with knowledge and awareness of which leading factors affecting the wholeness of their networking behavior productivity and which characteristic or factors have the most impact on their networking behavior with collaborating partners. The study intends to evaluate current processes and leadership within OLKA. To assess their current organizational purpose to determine how it promotes productive networking, by addressing key questions of purpose, process, and people. The study also intends to discover what key networking behavior improves the

* OLKA[®], is a branded model name and not an abbreviation.

efficiency of OLKA's networking. The result derived from this research are to assist OLKA to further facilitate their internal effective networking behavior, along with sharing the results with collaborative partners, therefore enhancing the OLKA's pro-active networking channels already in place.

2 Theoretical Background

2.1 Case organization

The collaboration between the Helsinki University Hospital (HUH) and EJY ry*, started over ten years ago through HUH's Ihannesairaala. project. After this Ihannesairaala project EJY ry started the Vertaisresepti-project (2011-2016), through which the OLKA operating model was created and later the brand OLKA was registered. The first OLKA stand was opened in 2013 in the Meilahti hospital lobby. EJY is an organization in the Helsinki Uusimaa region that binds other patient and peer support organizations together within the hospital environment. (Nordman 2019.)

OLKA is a coordinating volunteer operating model that provides peer support and other volunteer services within the hospital environment. The goal of OLKA is to offer patients and their family members and other close relatives or friends a means to meet and get support and/or advice with how to adjust to the onset of an illness. OLKA coordinates with other peer support organizations. Each organization working in collaboration with OLKA signs an OLKA commitments agreement. OLKA commitment agreements have been signed with hospitals and organizations throughout Finland, the most north one being in Sodankylä and the southernmost in Raasepori. (EJY 2018.)

OLKA provides three different channels of services; OIVA-information service, TOIVO-support service and ILONA- volunteer service within the hospitals. OIVA- information service provides information about different patient support organizations and their types of services. TOIVO- peer support service provides trained peer support volunteer services to patients and the patients support system; this service also provides peer support for terminal care patients. These volunteers are qualified to provide peer support service because they have personal experience with the illness at hand and receive

* EJY ry is not an abbreviation, but a registered association.

continuous training and education for this service. By having experience with the severe illness, it works as a comforting example of survival and lowers the patient's threshold for talking about feelings and fears. ILONA- volunteer services are provided in a variety of positions within the hospital, lobby assistant services in the hospital main entry, chatting buddy and performers. (EJY 2018.)

OLKA's operating model is to work in collaboration with a broad range of interest groups, to negotiate and coordinate the optimal output of the organizations know how to these partnering interest groups. Examples of these interest groups are hospitals, patient associations, also universities, and other educational centres. The spectrum of their work is done directly inside patient facilities, through workshops and seminars. In all the environments the goal is to bring together, a working team of the organization's own professionals, health care professionals, and volunteers. (Innokylä 2019)

2.2 Health care sector in Finland

The meaning of the words "health care sector" can refer to a combination of different concepts. In this research, the health care sector is taking into consideration the public health care sector within Finland, which consists of primary health care and specialized medical care. Also in Finland there are private health care providers, some of which provide purchase services for the public health care sector. In Finland there is an ongoing social- and health care reform, which includes the goal of concentrating the social- and health care services on a regional level rather than municipalities. The reform hopes to achieve a more cost efficient social- and health care system with reduced waiting time. (Ministry of Finance 2018.)

According to the Constitution of Finland, public authorities must guarantee for everyone adequate social, medical and health services and promote the health of the population. Finland's social welfare and health care system is founded on government-subsidised municipal social welfare and health care services. In addition to the public sector, many private enterprises and non-governmental organizations also provide services. (Ministry of Social Affairs and Health 2013:10).

In 1972 the Primary Health Care Act was established in Finland. This gave guidelines that each municipality in Finland is obligated to provide primary health care services to all permanent residents of the population within the municipality. These services are focused on the maintenance and promotion of health, disease prevention, providing screening services, and emergency services. Intense cooperation with specialized

health care is mandatory for high quality of care. This cooperation must be constantly evaluated because of wide variety of diseases and treatment developments. (Koskinen-Aromaa- Huttunen- Teperi 2006.)

In Finland specialized medical care is the services consisting of specialized medical care from specialists of different fields of medicine. This service is also provided to all, but admission requires a referral from the primary health care, occupational health care or private health care physician. Through the 1991 the Act of Specialized Medical Care, 21 hospital districts were created, each municipality belongs to one hospital district. Today there are 20 hospital districts within Finland, five of them being university hospitals. One of the biggest changes in Finland was the development of the Hospital District of Helsinki and Uusimaa (HUS). The HUS district provides care to over one-quarter of the Finnish population. Special medical care districts focus on high quality and cost-efficient care. There is a continuous effort to develop out-patient care and the challenges of service needs that relate to the patient's care outside of the hospital structure. This includes the cooperation and relationship building efforts with the third sector. There is a need to develop new processes that support the patients' wellbeing from a holistic view. Focus is put into the innovation of new ways of organizing and producing quality physical and mental health care. (Koskinen et al 2006.)

2.3 Third sector organization

Third sector organizations' (TSO), is a term used to describe the range of organisations that are neither public sector nor private sector. It includes voluntary and community organizations (both registered charities and other organizations such as associations, self-help groups and community groups), social enterprises, mutual and cooperatives. Figure 1 shows a visual conception of how the third sector is central to society as a whole. As you can see each sector; state, community and market, have mixed organizations. The state having mainly public non-profit formal organizations whereas the market and community are mainly for-profit organizations. The third sector is present, having an influence on all there sectors equally.

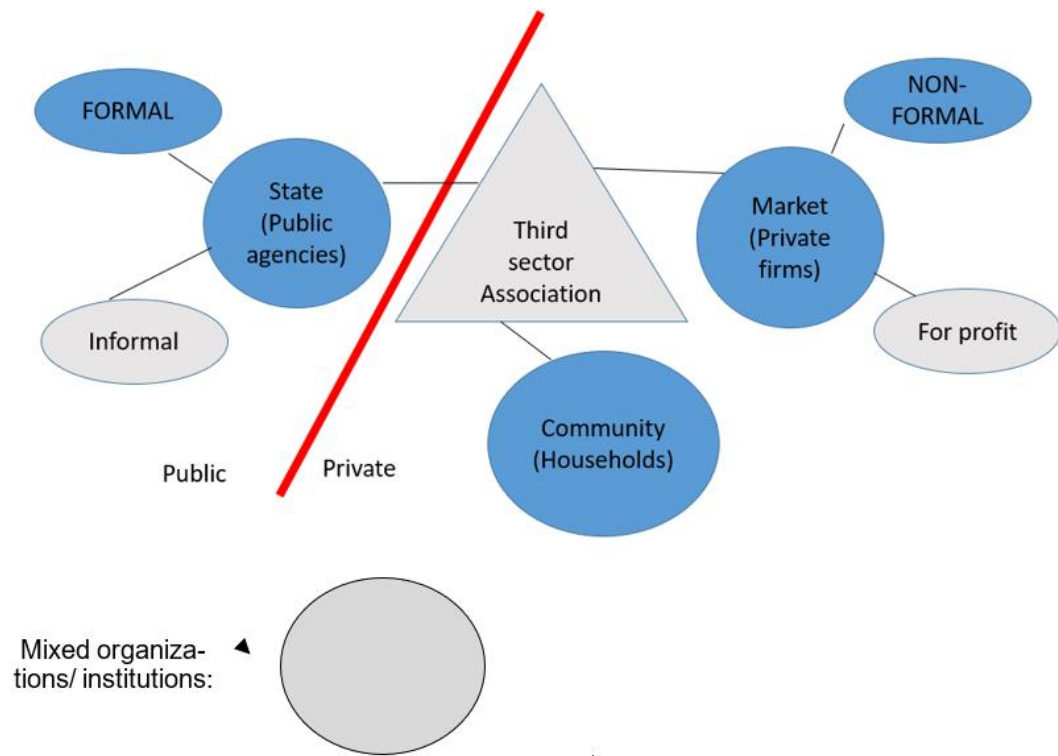


Figure 1: Social enterprises and society (According to Evers- Laville 2004:17)

TSO's are value-driven, goals are set to achieve a social good, their approaches are focused on the utilization of multifaceted professionals with common interests to achieve a common goal. The dynamics for the TSO to be productive are focused on open communication, transparency and negotiation. Generating common models and process with government and/ or city officials and the health care sector promote the functionality and efficiency of the TSO. The end client or beneficiary is the citizen of that society. Models must be consistently analysed and re-evaluated/ developed to be cost-effective and productive. (Evers- Laville 2004.)

2.4 Organizational structure and purpose

Strategic business units are the core of organizational structures. The reasons for this are that it optimizes operational control, upholds business efficiency and coordinates the functions within the organization to its optimal, innovative and most productive level. Organizational structures help the integration process between two entities. Within the organization structure, management is responsible for the facilitation of the decision-making process, have the responsibility to dele-gate and for implement the organization's strategy. The behavior of the people within the organization must also be understood. In

Figure 2 Hiriappa describes how organizational behavior can be conceptualized at different levels within the organizational structure. (Hiriappa 2009.)

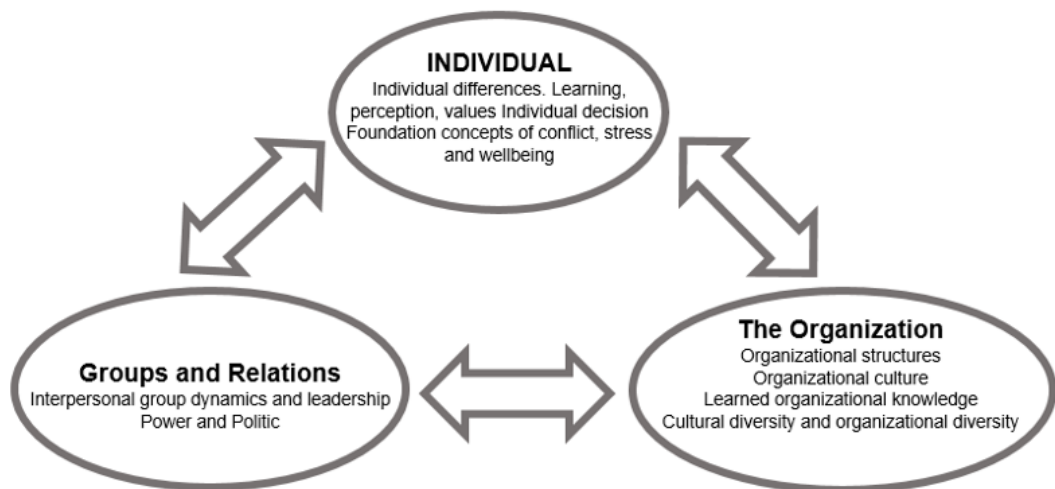


Figure 2: Organizational behavior (According to Hiriappa 2009:19).

Adaptation to change is a prerequisite to having functional organizational structure. All members of the organization structure should know what the organizations motivations and goals are. There are external and internal factors that affect an organization's structures. Components within the structure are people, culture, processes and environment. (Kral - Kralova, 2016.)

Organizational structure is the framework of the relations on jobs, systems, operating, process, people and groups making efforts to achieve the goals. (Ahmady, G, Mehrpour, M and Nikooravesh, A 2016:456).

Organizational structures are made up of different elements and the elements relationship to organization units. There are formal relationships and people within the organizations that work in close groups. Ahmady & al (2016) mentioned in their article that there are seven different types of organizational structures: simple, functional, multidivisional, matrix, hybrid, network and bureaucracy. Case studies done in research fit mostly the matrix type of an organizational structure. (Ahmady et al 2016.)

The aim of matrix structure is combining the efficiency of functional structure with flexibility and sensitivity of multidivisional structure not only based on product logic, customer or geographical region, but also based on functional logic in multidivisional structure. In matrix organization, functional specialized employees work in one or some project teams. This delegation of activities to employees is done via negotiation between functional and project managers and sometimes with the presence of people of teams or potential members. (Ahmady, G & al 2016:457).

Purpose driven organizations do not base their business strategy only on predictions. As Rey, C, Velasco, J and Almandoz, J (2019) mentioned in their chapter, organizational purpose consists of three traits; personal purpose, self-management and unity. Personal purpose is related as an individual's own goals within the organization. Everyone in the organization actively search for their personal purpose according to the organization's strategy, self-leading. Key skills of self-leading behavior are reflection, listening and understanding. Facilitation of independent thinking is the cornerstone of self-management. Organizations individuals empower their work with a purpose. They discover and define the purpose and are trusted think independently to create the maximum value for the organization. The common relation between personal purposes within the organization creates unity. This common relation is much deeper than teamwork. Organizational unity consists of shared purposes, co-creation amongst the organization and the individual, reflecting the individuals own will. (Rey et al 2019.)

The importance of the relationship between personal and organization purpose is becoming increasingly craved. An individual performance is unique, and this creates value. Also, personal purpose creates empowerment in the seam of organizational change. The harmonization of these two purposes create fluidity and synergy, as shown in Figure 3. (Rey – Malbašić 2019.).

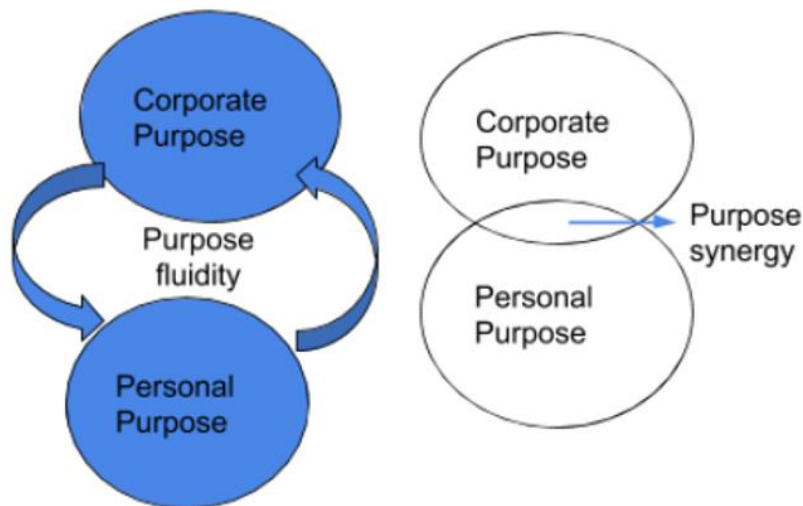


Figure 3: Purpose fluidity and synergy (According to Rey – Malbašić 2019:21&23).

One way to create synergy is by recruiting employees who have personal affinities with the organizational purpose. Especially when creating new companies, this is one of the most powerful ways to create synergy. (Rey - Malbašić 2019:24).

Purpose fluidity is the brace between personal and organizational purpose. There is an inter-changing of meaning, an organization inspires the individual and the organization is inspired by the individual. Purpose synergy's function is to cultivate the intersection of organizational purpose and personal purpose. These interests are combined to enhance value and efficiency. Broadly thought fluidity is based on connecting and synergy is based on giving room for individual thought and is focused on integrating the two. (Rey – Malbašić 2019.)

2.5 Networking

Networking is a method, which can be used to support innovation, goal achievement or even empowerment within an organization of any size or affiliation. To efficiently network, an individual or organization must have a clear idea of their goals, which they wish to achieve through networking. The structural vision or purpose behind the networking process should be clear to all members participating in networking. Networks fail because they do not share their goals or the goals are not clear. (D'Souza 2008.)

The depth and efficiency of networking can be divided into different levels. Levels are dependent on what kinds of goals and/or benefits an organization is seeking through networking, as shown in Figure 4. (Camarinha-Matos – Afsarmanesh 2006.)

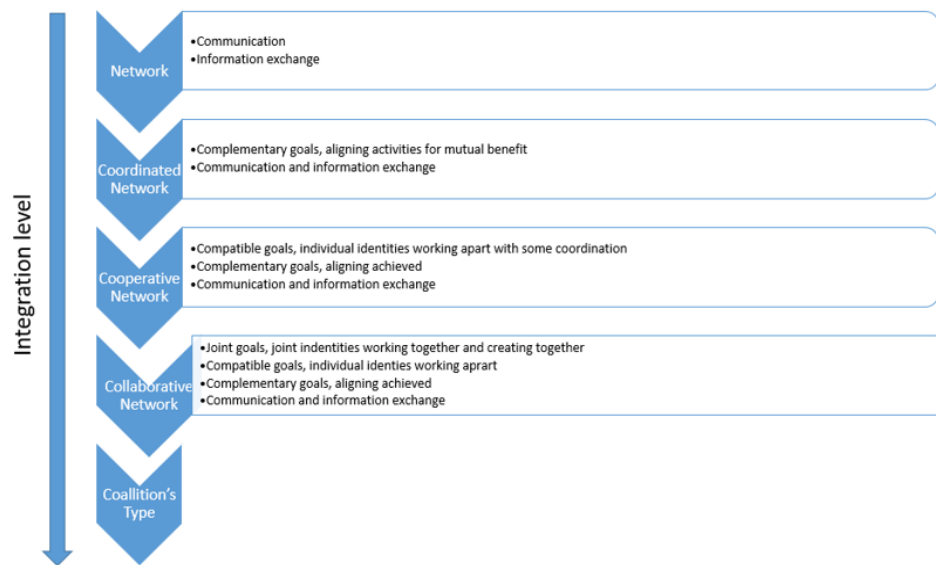


Figure 4. Examples of joint endeavour (According to Camarinha-Matos – Afsarmanesh 2006:29).

Co-creation and co-innovation are value drivers when participating in networking, in other words strategic partnerships. The depth of the co-creation and co-innovation depends on the levels of the network. Each level encases what the previous level holds but there is a deeper bond. At the network, level there is just the exchange of information. At the coordination level there is an alteration of activities within the network. The third level is cooperation; here networks share resources and goals, by during this they are adding value to the network relationship. The final network level is collaboration. During collaboration, the networks are actively sharing information, aligning their activities; they have a shared system of goals and evaluation methods. The level of commitment is known to all members of the network. It is a mutual agreement to achieve mutual goals. (Camarinha -Matos - Afsarmanesh 2006.)

2.5.1 Collaboration and Productivity of networks

Collaboration is the sharing of information, plans, responsibilities and resources between two or more beings with joint implementation to reach a common goal. Camarinha-Matos et al, described that collaborative networks are goal-oriented networks and long-term strategic alliances. Goal-oriented networks behavior is continuously product driven and are opportunity driven using their team, and own dynamic organization. The long-term strategic network enhances the professional community's resources and other business environments close to them by building a respective bond. This same concept of

community was presented earlier, when describing third sector organizations. Collaborative networks take into consideration for networking not only organizational reasons but also marketing reasons. Reasons for motivation and networking barriers should be evaluated when initiating collaborative networking. (Camarinha-Matos - Af-sarmanesh 2006.)

To enhance productivity in networking, incentives/ goals or a sense of purpose must be brought forward to motivate participants. Each participant's contributions should be determined and ensure fairness by clearly being forth these contribution aspects to all participants' attention. The measurability of the productivity and identification of what the benefits are to be is a determining factor in networking productivity. All participants within the network must have a concise under-standing of the measurement's tools applied for goals to be achieved. (Camarinha-Matos - Af-sarmanesh 2006.)

Flexibility and readiness to adjust to changes are key factors when enhancing a networks productivity. Productive networks can share risks with the collaborating partners and are continuously focused on entrance to new markets, efficient use of existing markets and benefiting from technological developments. They know how to use existing resources efficiently, all the while practicing sustainable and innovative service design. Productive networks make decisive choices to work with partners that share a common goal and drive the unification of each partner's specific know-how. Productivity is enhanced by dynamic actions where the common values are kept, competitiveness is upheld and the main goal for all is to achieve strategic partnership. (Toivola 2006.)

Productive networks demand commitment throughout all partner organizations. The commitments are integrated into the business development models and transactions. The sense of social commitment is also seen as a priority to all partner organizations. The mutual goal is to have common added value towards the final client. To achieve this goal, the productive network must be able to identify the needs of the client and identify what aptitudes each partner has. This is done so that each organization can bring their aptitude to the table to enhance to productivity of the network. (Toivola T 2006.)

2.5.2 Networking behavior

Network behavior research focus on learning which kind of motivation is needed to promote, achieve growth and accomplishments. It is found that a mind-set of curiosity is

needed. When networking the individual/s should be able to identify common interests and meaningful relationships. When we can identify these common shared interests, the relationship formed by networking is authentic and for this reason is more meaningful. The style of thinking while networking should be broad, because that makes it value seeking behavior. The value of the relationship might be mentoring or a resource, resources can be tangible or intangible. Networking behavior must have a focused purpose. (Casciaro – Gino – Kouchkai 2006.)

An individual's productive networking behavior directly reflects their job satisfaction. The level of the networking behavior is affected by the individual's social support, career benefits and job performance. Networking behavior reflects the structure of the organization, its outcomes and values. Gremmen, Akkerman and Benschop discovered in their research that productive networking behavior encompasses seven different characteristics; accountability, authority, motivation, strategic personal, loyal personal, consideration and cooperation. A common factor that promotes the presentation of these characteristics is strategic leadership within the organization the person is working for or doing networking for. Affirming the common goal and committing to the plan for development is central. (Gremmen - Akkerman - Benschop 2013.) They stated:

Strategic personal networking appears to be by far the most frequently employed networking behavior, whereas considerate networking is employed the least. The remaining five categories are approximately equally large. (Gremmen – Akkerman -Benschop, Y 2013:305).

There are two network bases, career and community-based networking. Performance goals are related to career-based networking along with engaging in professional activities. Community based networking is behavior that focuses on community events. In Huang's (2016) research, networking behavior is divided into 5 categories as shown in Figure 5. Networking relationships can integrate both career and community-based networking and it can be thought that especially non-profit organizations must integrate the two. (Huang 2016.)

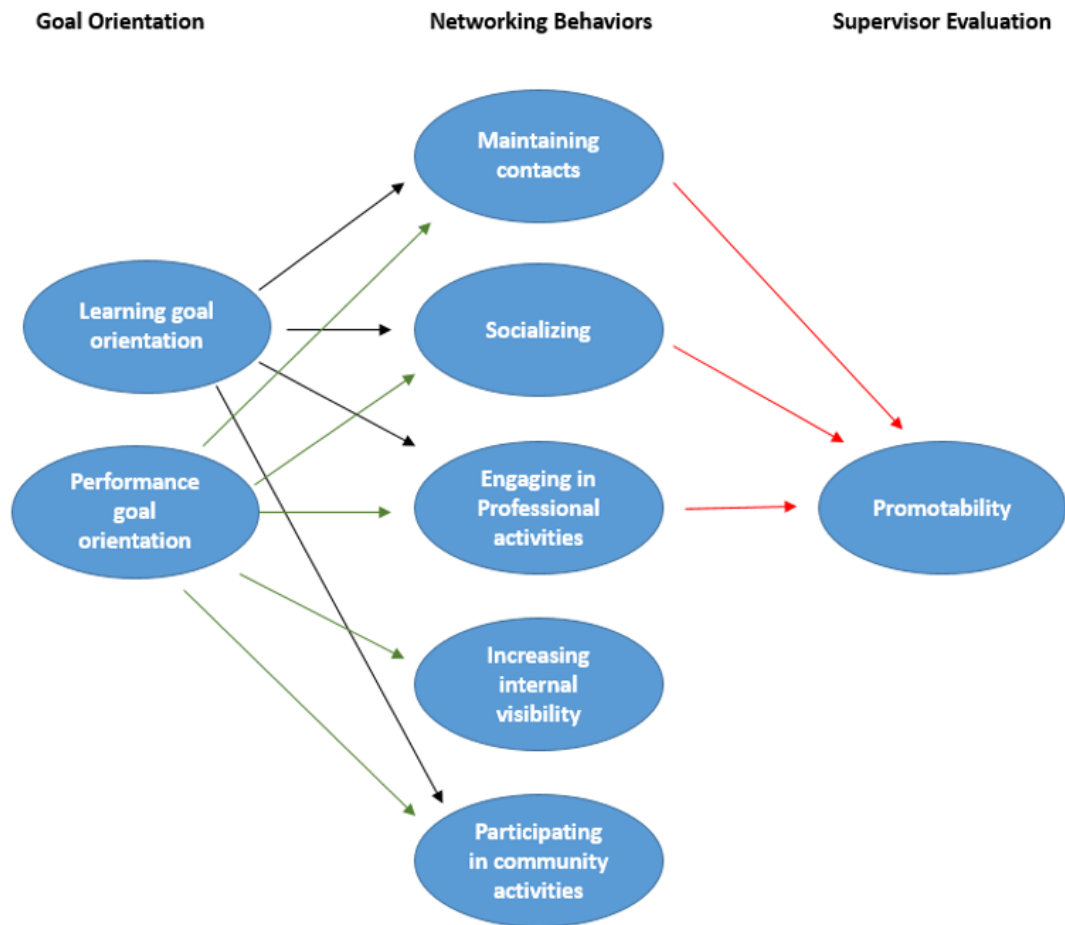


Figure 5. Goal orientation and networking behavior (According to Huang 2016:917).

Although Huang's research was to partially to determine what career factors promote networking, in relation to supervisor's evaluation, it was seen that there are individual differences in how effective networking is. Goal-oriented networking is seen to have a positive effect on both career and community-based networking. Maintaining contacts and socializing is key to task performance. (Huang 2016.). Huang stated:

Learning-oriented employees who frequently engage in both career and community networking tend to collect information and absorb knowledge geared toward goal achievement. (Huang, Y-M 2016:919)

Productive network behavior encompasses a variety of skills and individual advantages and restrictions. Each member of the network must acknowledge what their personal attributes are, what effective skill can they bring into the network and they must have knowledge of how to they can enhance the use of their self-recognized valuable skills.

3 Purpose, aim and research objectives

The purpose of the study was to discover what factors are found to promote effective networking between OLKA and their partners. The aim of the study is to identify the current organizational purpose of OLKA and their networking capabilities.

The study objectives are:

1. What is OLKA's purpose as a branded operating model?
2. What are the key qualities that support to drive the transformation of a network into a productive network?
3. What are the perceptions of OLKA's partners and representatives regarding what innovative and productive networking is considered to be?
4. What are the features of OLKA networking that promote or inhibit their ability to network productively?

The study objectives needed to be revised as the data obtained proved to be more fruitful. This was done by integrating two previously separate objectives; hence the adjustment was made for study objective number three. The original study objectives are presented in Figure 6.

- | |
|---|
| <ol style="list-style-type: none"> 1. What is the organizational structure of OLKA? 2. What are the key leadership behaviors that support to drive the transformation of a network into a productive network? 3. What are the perceptions of OLKA's partners in regard to what innovative and productive networking is? 4. What does OLKA's representatives consider effective networking behavior to be? 5. What are the features of OLKA networking that make it productive? |
|---|

Figure 6. Original study objectives

The goal of this study was to produce for OLKA insight and understanding, of which key contributing factors of their networking behavior have the most productive impact regarding their networking partner's experiences. The study intended to appraise what is

OLKAs present networking process according to OLKAs representatives, along with which networking characteristics collaborating partners see as productive networking. The result derived from this study are to assist OLKA to further facilitate their internal effective networking behavior, along with sharing the results with collaborative partners.

4 Research Methods

In the following chapters it will be described the research method used. The approach of the study is qualitative and inductive content analysis. The research problem is to discover perceptions and experience of networking with OLKA. For this reason, the study was performed by using qualitative methods, to understand the perceptions of what makes networking productive, a literature review of existing research was done. An investigation into existing literature is done to gain an understanding of different types of networking styles and leadership skills needed to produce productive networking. (Castleberry – Nolen 2018.) Explanation of these processes involved in networking will be used as a guide for the research and to support the structuring of the interviews.

The purpose of this study is to gather data, a holistic view of beliefs and motivations that explain a behavior. Castleberry and Nolen stated:

The primary aim of qualitative research is to gain a better understanding of phenomenon through the experiences of those who have directly experienced the phenomenon, recognizing the value of participants' unique viewpoints that can only be fully understood within the context of their experience and worldview. (Castleberry A and Nolen A 2018: 807-808).

4.1 Sampling

The study was conducted in cooperation with OLKA and their key partners. The individuals interviewed consisted of OLKA representatives and affiliated peer support organizations. Single telephone semi-structured interviews were conducted to determine OLKA representatives and affiliates perception of what they considered productive and inspiring networking to be.

OLKA specialist/ brand manager sent an email out to 61 of OLKA representatives/partners. The email included the study information sheet attachment (Appendix 1), and

possible participants were informed that if they wished to participate in the study, they should directly contact the researcher through the contact information provided on the research information sheet. These 61 emails were sent in June 2019 and a reminder was sent at the beginning of August 2019.

Over the time period of June to September 2019, 16 individuals contacted the researcher with an interest of participating in the study, all were interviewed. The interviewee was able to freely choose the date and time of the interview, this was done so that the interviewee would have ample time to participate without being rushed and would have the convenience of scheduling the interview on their own terms. It was suggested that the interviewee reserve an hour for the interview. The participation consent form (Appendix 2) was sent to the interviewee beforehand, along with a stamped return envelope. In one instance the participant wished to scan the signed consent form and sent it as an email attachment. All participants were sent per mail a signed consent form for their own files. The researcher kept the signed consent forms in a secure place, where only the researcher had access to. Other personal data was not necessary to gather from the interviewees thus protecting the interviewees anonymity. The e-mail received and sent held no personal information and the interview number were not given to the study participants. The e-mails were stored on the researcher's personal computer which was secured by a password. Of the persons interviewed five were OLKA representatives and eleven OLKA partners from different regions in Finland. The results of this study are presented in Chapter 5 (Results) and the interpretation of the results are presented in Chapter 6 (Discussion).

4.2 Data collection

Primary data was collected by doing telephone interviews. The data analysis process of the study was performed by using content analysis. The semi-structured telephone interviews were researcher led discussions, utilizing an interview guide paper (Appendix 3). Semi-structured interviews were chosen as a data collection process because both the researcher and OLKA had an interest in gaining in-depth knowledge of the samples groups perceptions and behavior. Memos were taken when interviewing, these can be used during analysis of interview data that is transcribed verbatim. (Dawson 2002.)

The interview was recorded using Telia VIP phone service, which was secured. The recorded interview was stored on the researcher's personal computer. The first interview

was conducted on June 25, 2019 and the last interview on September 20, 2019. Because of the summer holiday season, the timeline of data collection had to be prolonged deviating from the original research plan. Also, research permission from HUU ethical board had to be applied for, and because of the summer holiday season research approval was not received until September 3, 2019.

The amount recorded interview data gathered was 415 minutes, making the average length of one interview to be 26 minutes. The total amount of transcribed text being 80 written pages. The transcription of the interview was done within seven days of the interview.

It is generally thought that the task of transcribing the data gathered should not be passed off to an assistant or professional transcriber. The researcher should do their own transcribing, for the process of transcribing is an analytic process, which is valuable and beneficial, bring a deeper understanding of the data gathered. (Skukauskaite 2012.)

4.3 Data analysis

Content analysis is the systematic use of codes to develop categories emerging from the data content. The process of data interpretation is done by reducing and organizing the data into codes, categories and patterns. (Tuomi – Sarajärvi 2018.) Data interpretation is used by measuring the frequencies of themes, balancing them between description and interpretation. Deductive thematic analysis finds patterns and themes. Themes can be discovered through observation of the data or from the data's underlying phenomenon. The purpose of thematic analysis is to observe, to make sense of and to analyse or convert data into descriptive summaries. (Boyatzis 1998.) In this study the validity of data analysis process is enhanced by allocating the interview open-ended questions to the study questions for which answers are sought.

To form a general description of the data, it can be divided in three categories; Themes, categories and subcategories. Sub-categories are similar events or incidents, content words from the data gathered, generic categories are groups arising from the sub-categories and the main category is derived from the sum of the sub-categories. This is referred to as an abstraction process. (Elo - Kyngäs 2017.) A coding strategy must be developed and explained with the final data analysis. (Castleberry - Nolen 2018.)

In this study the content analysis was began when the transcribe data was read through several times. By reading through the data several times, the familiarity of the data was increased which enhanced the reliability of the preceding data analysis. Then by the process of highlighting sentences and phrases relating to the sought study objectives, the desired data was extracted from the transcriptions. To enhance the validity of the study, each interview questions had been preallocated to which study objective it was seeking an answer for, (Apendix 4).

By using this internal data-collection, method it is possible to ensure that the data collected supports the phenomenon being researched, it is a framework that guides the data-analysis. A challenge to this type of qualitative research is the possibility for open-ended data versus statistic data done in quantitative research. There are many influencing factors, which might possibly affect the data gathered through interviews. These influencing factors might be interruptions, the interviewees own stress level, state of mind or misinterpretation of transcribed data. Because data is not gathered from a statistical standpoint it requires that during data analysis the researcher is focused and use consistent standards when coding the data. This also applies when making conclusions regarding the themes arising from the data. Qualitative research is not usually able to produce a generalization assumption from the data derived, since the research cannot be replicated exactly to the same parameters. (Castleberry - Nolen 2018.)

While reading through the data received, different colored highlighters were used and assigned to each study objective. Even though the research questions were pre allocated to the study objectives, if data received, by the free flow of the interviews, gave information to a different study objective by the use of the highlighter color coding system the data was easily categorized to the right study objective.

The highlighted phrases extracted from the data was then transferred to an Excel sheet, then the original phrases where written into a plain form. Coding using color was then applied to categorize those plan form subjects that had similar meanings. In the initial coding, 142 plain form phrases were discovered. By grouping the plain form phrases into subcategories under each study objective a deeper analysis of the data was possible. Further analysis was done to form categories and lastly formal themes. The exact numbers are shown in Figure 7.

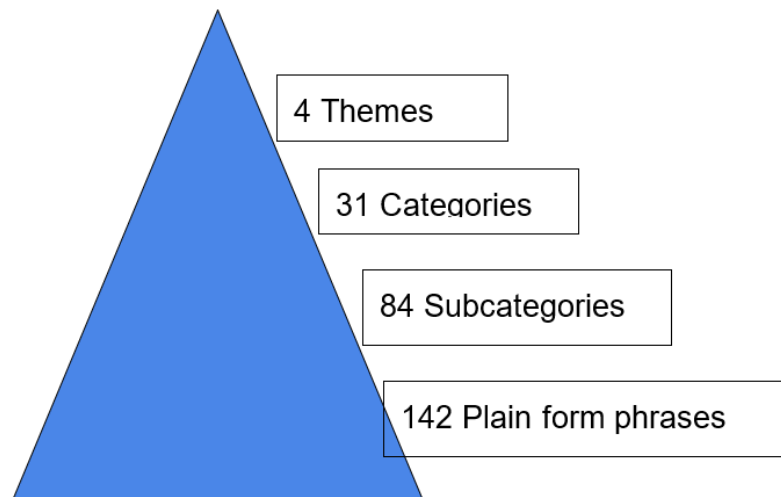


Figure 7: Content analysis; data reduction.

The transcribed data was then re-read to make an assurance that no linking data was missed during the data analysis phase.

5 Results

In this chapter, I will present the results of the data analysis and the interpretation of the data collected from the interviews of OLKA's representatives and partners. The data presented reflects the target groups views of what productive networking's attributes, development and promotion consist of and a reflection of how these features are present in their relationship with OLKA. To help the reader to follow which results respond to which study objective, a number will be presented in parenthesis after the mention of a Figure, e.g. Figure 1 (1). The number inside the parenthesis refers to which study objective the categories are referring to. In the Figures presented, the red box presents the category discovered and the grey box presents the subcategories arising from the study data.

5.1 OLKA's function as a branded model

The characterizations of OLKA were identified as being a linking arch between the hospital districts and patient organizations as shown in Figure 8 (1). OLKA was described as a coordinating delegate between the hospital district, patient organizations and community, shown in Figure 9 (1). The main benefit of this coordination was bringing benefit

to the end customer. This beneficial path was to help support the patient and their support system through peer support and patient organization/ community activities.



Figure 8. OLKA's function as a branded operating model.

"OLKAN kuvio on laajempaa ja tuottaa hyötyä niin yksittäisille toimijoille ja potilaspolulle olevilla asiakkaille, kun sitten myös niiden yhteisölle." (Interview 4)

" OLKA's model is wider and benefits both the individual players and the clients on the patient's path, as well as their community." (free translation)

OLKA was characterised as consisting of two or more influencing factors. It was seen that OLKA had its own representation plus the representation of its networking partners. Partnerships were formed with not only hospital districts but also patient organizations.

"Minun nähdäkseni se (OLKA) on rakennettu kahdesta toimijasta. Jokaisesta kaupungissa, jossa OLKA toiminta on, niin sairaanhoitopiirin yksikkö tai hoitopiirin edustaja, joka hoitaa sitä tonttia, ja sitten tää järjestökumppani." (Interview 2)

" In my opinion it (OLKA) is built from two operators. From every city in which OLKA operates, a hospital district unit or hospital district representative, who manages that site and then the organization partner." (free translation)

There were thoughts of OLKA being a cooperative network by sharing of resources and goals. This behavior was seen as a value driver to the end customer. It also became apparent that OLKA partners generally felt that their relationship with OLKA was a collaborative networking relationship. Sharing of information between them was active, also activities and events were aligned.

"Tänä päivänä sitten me ollaan enemmänkin vaikuttajajärjestö ja kehittäjäjärjestö. Elikkä yhdistyksissä ja jäsenistössä ovat edelleen ammattilaiset, eli sosiaali- ja terveydenhuollon ammattilaiset niin järjestön puolella kuin sitten julkiselta puolelta." (Interview 15)

"Today, we are more of an influencer and a developer. That is, there are still professionals in the associations and in the membership, that is, social and health care professionals both on the side of the organization and then on the public side." (free translation)

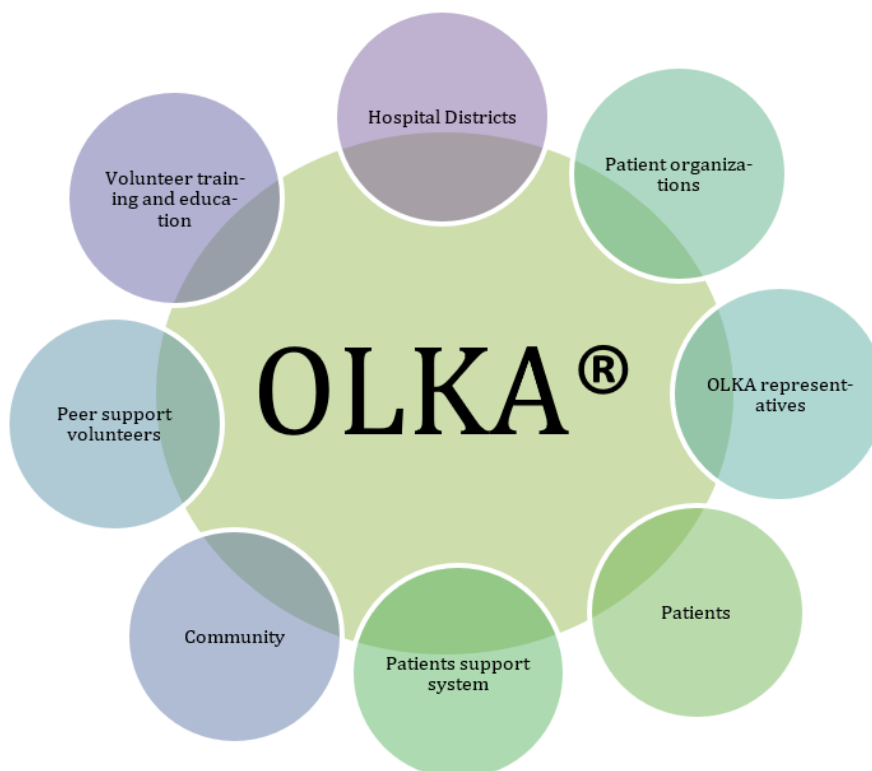


Figure 9. OLKA's networking instances.

OLKA was seen as an organization that co-innovates with its representatives and partners creating a deeper bond.

5.2 Qualities that support productive networking behavior

Networking behavior is often thought to be a self-directed given trait. Others might say that when management support is obtained, the network grows efficiently by actively seeking out network partners. Through the data obtained in this investigation it was seen that OLKA representatives and partners thoughts on this concept were unified. Opinions expressed contained statements about supporting education, management's

commitment, personal pledge and self-direction. Categories under this theme are shown in Figure 10 (2).



Figure 10. Factors which support the development of networking behavior within the workplace.

5.2.1 Advocating education

Openness and willingness to develop, allow employees to develop their own networking skills. Employees cooperate and learning from each other, everyone in the working community takes their own role and are actively updating each other.

"No, tästäkin sanoisin, että avoimuus ja toisaalta että halu kehittyä ja halua kehittää itse ja myöskin semmonen niinkun, lupaa meille työntekijöille, että mekin saada kehittää itseämme omaa työtämme." (Interview 2)

"Well, here I would say that openness, on the other hand, that the desire to develop and the desire to develop ourselves, as well as the like, promises to our employees that we too can develop our own work." (free translation)

"Koulutuksia on todella hyvin, ei tunnu, että jää yksin siinä heti, vaan saa osallistua koulutuksen toimintaan." (Interview 11)

"The training is really good, you don't feel left alone right away, but you can get involved in the training." (free translation)

It was seen that a supportive training atmosphere, generates a motivation to get more involved. Also, communication within the organization was seen as a quality that advocates the training of personnel. An organization that gives permission for plan development and does not apply restrictions because of strategy was described to a networking encouraging organization.

"No, motivaation puolesta tai sen, että miten siihen on niinku kannustettu, niin että se tulee nimenomaan sen toimintamuodon kautta." (Interview 2)

"Well, for the sake of motivation, or the way it is so encouraged, it comes specifically through the operation model. " (free translation)

"On tapana laittaa se tiedon (koulutustieto) eteenpäin." (Interview 10)

"It is customary to bring that knowledge (educational knowledge) forward." (free translation)

The organization's business strategy was seen as having a lesser influential impact as a supporting pillar for effective network behavior. Moreover, one's self interest was seen as the main motivational and productive factor. However, it was also critically analysed that educating and training also have a crucial influence and self-constraint was also needed to ensure the quality of the networking being applied

"Totta kai se varmaan on myös persoona, mutta, myös sitten ehkä enemmän meillä tulee koulutuksen kautta. Tehdään sellaista yhtenäistä viestintää ja verkostoitumista, koska jos lähtee liikaa taas omalla persoonalla se voi hajota käsiin." (Interview 11)

"Of course, it is also the personality, but also then maybe we should through education establish a kind of unified communication and networking, because if you go too far with your own personality it can break down into your hands." (free translation)

The availability and encouragement of further education and training was held in high regard.

5.2.2 Management commitment and constructive feedback

Support from management has a very influential effect on how employees relate to productive networking behavior. Even though networking behavior is thought to be strongly self-motivated, there was seen a need for direction and constructive feedback. It was described that if networking was listed as part of the job description, its significance was emphasized.

"Minä pidän tärkeänä, että se (verkostoituminen) on mukana siinä tehtäväkuvissa. Se on kirjattu siihen, että työtehtävän kuuluu sitä verkostoitumista, silloin siihen on lupa, kun se lukee siinä tehtäväkuvassa." (Interview 8)

"I consider it important that it (networking) is included in the job description. It is described that the job involves networking, then there is clearly permission when it is read in the job description." (free translation)

Openness and feedback were also seen as an influencing factor, not only from the employee's perspective but also from managements. Being able to openly discuss networking experiences and concerns with management, was seen as a promoting factor for productive networking behavior. Job satisfaction was determined to have a meaningful reflection on networking behavior rendered.

"Ihan tällöisessä esimiehen-alaisten keskustelussa, kannustetaan ihmisiä olemaan organisaation sisällä, kansallisesti ja miksi ei kansainvälisestikin yhteyksissä oman alan asiantuntijoihin." (Interview 8)

"In this kind of subordinate discussion, people are encouraged to be within the organization, nationally and why not have international contacts in the field." (free translation)

"Se varmaan on just se että, koska tulee ja saadaan sitä palautetta, että on hyvin hoidettu...Sitten just se, että saadaan lisää tukea, että saadaan se verkosto kasvatettua, kun saa sitä palautetta." (Interview 11)

"It's probably just that, when you come and get the feedback that you have done a good job ... Then, just that you get more support to grow your network when you get that feedback." (free translation)

It was seen that reflection, listening and understanding were important traits coming from within the organization's management. Managements that were able to provide natural, open conversation and support were held in high regard.

5.2.3 Employees own personal commitment

When working within the health care and health care third sector organizations the feeling of identifying with the clients was seen as one of the main motivating factors for participating in networking. It was analysed that there were few concrete incentives but the sense of providing a service of benefit, maintained motivation towards job performance and expanding networking skills.

"No, ei meillä ole mitään pörkkanoita tai kannustimia, kyllä tämä pitää lähteä ihan omalta tunne tasolta." (Interview 12)

"Well, we don't have any tangible incentives, this has to come from the individuals own level of feeling." (free translation)

"Ja tosiaan omalla persoonalla saa olla niinkun esillä." (Interview 2)

"And really your own personality can be present." (free translation)

As related previously the organization's strategy is always present but how that strategy supports self-involvement and employee commitment is critical. It was viewed that all employees have their own personal interests in the positions held and with how they implemented their duties. When everyone has their own strengths and place within the organization it supports employee involvement and commitment.

"Kyllä, se on juuri tämä strategiatyön yksi tärkeä tarkoitus ja tavoite tämä sitoutuminen ja toiminnan mielekkyys. Ja osallistuvuus olisi niinkun keskeisiä asioita...Sitten olisi tämä osallistuvuuden lisääminen ja yritetään työjaksolla kehittää edelleen ja kaikille löytyy omaa sopivaa tekemistä yhdistyksen sisällä, sikäli kun se on sitten mahdollista." (Interview 3)

"Yes, that's just one of the important purposes and goals of strategy work, this commitment and the meaningfulness and involvement would be such key issues Then this increase in involvement and trying during working periods to further develop and to find suitable things to do within the organization, when it is possible " (free translation)

Organizations were also seen to produce productive networking if they encouraged employees to take advantage of networking relationships made in their already existing networks.

5.2.4 Trusting the employee's ability to self-manage

Because networking motivation was seen as coming from a personal interest it is reasonable to think that this motivation is self-directed. There is reliance on that that the individual knows which direction is needed to go to enhance their network to be productive. This was brought forth to be a very important influencing attribute.

"... jotenkin ajattelee itse, kun työntekijät ovat niin itseohjautuvia, ne ite niinkun löytävät ne kanavat, ne jutut." (Interview 13)

"...I think that when employees are so self-directed, they find the channels themselves, the substance." (free translation)

Even though individuals were self-directed it was seen that while actively seeking out new networking channels the possibility for support was provided. In some instances, there are named LEAN- personal that provided this consultation guidance.

“Meillä on johdossa ja esimiesten suunnalta tullut sellaista meille, niinkun, luotetaan ja annetaan tilaa tehdä sitä työtä omalla tavalla. Mutta kuitenkin tuetaan sillä tavalla, jos on jotain kysyttävää.” (Interview 15)

“From the direction of our management and superiors, we have a kind of trust and are given room to do the work our own way. But we are still given support we have any questions.” (free translation)

Flexibility in the styles of self-management were allowed but also it was recognized that individuals should have self-awareness of their own limitations and possess the understanding to ask for assistance if needed.

5.3 Productive networking

Productive networking is a broad term, and each individual's interpretation of what that concept pertains is different. Productive network was seen as teamwork, and the strength that comes with teamwork was perceived as the core reason for networking. Overall, the investigator was able to extract over 55 statements of what the interviewees believed the concept productive networking was associated with. In the following subchapter the categories will be opened.

There was a difference in the prevalence of these categories when comparing OLKAs representatives' thoughts and OLKA's partners thoughts on this matter. Below in Figure 11 (3), are shown the categories and subcategories, in order of frequency, which arose from the data collected from OLKA partners. OLKA representatives' responses of what was productive networking were mainly the categories of Trust and Creativity and Operational flexibility and commitment whereas OLKA partners responses showed prevalence to operational flexibility and commitment being the main trait and trust and creativity being the least influential trait.



Figure 11. Characteristic of productive networking in order of frequency; OLKA partners.

And in Figure 12 (3) it is shown OLKA representatives' determination of productive networking characteristics in order of importance from most to least.



Figure 12. Characteristics of productive networking in order of frequency; OLKA representatives.

Both groups saw reciprocity, interactivity and adequate resources as a necessity in productive networking.

5.3.1 Operational flexibility and commitment

Operational flexibility and commitment were seen as containing many different characteristics. It was seen that if the operating model and goal were critically analysed and determined this strengthened the productivity of the organizations networking abilities. That there were structured ground rules and thoughts of how networking should be conducted and also how to stay connected with networking partners. Productive networking should have poise and structure, the organizations or person networking should have the desire to act, also being to assess the appropriate, productive rate of growth.

"Eli oikeastaan just se, että strategiassakin on se: lähdetään tavoittelemaan sitä kasvua. Mutta myös sitä ei lähdetä liikaa kerralla, vain lähdetään maltillisesti kasvu toiminnassa..." (Interview 11)

"So, it's just that, strategy is, it's about getting that growth. But it's also not starting too much at once, but moderate growth...." (free translation)

Benchmarking was described to be a very accessible way to enhance innovation. If an organization's wants an operating model that is critically assessed, benchmarking should be included in their goals. When networking there should be a capacity for flexibility, all the while being cost-effective.

"Yleisesti siinä suurina on se, että eri toimijoilla on erilaista ammattitaitoa, erilaisia kontakteja, erilaisia kokemuksia, ja verkostoitumalla ne saadaan sitten yhdeksi arvioitavaksi kokonaisuudeksi, mistä voidaan sitten aina ottaa. Niinkun työkalupakki, josta voidaan aina ottaa kuhunkin tilanteeseen parhaiten sopivat työkalut käyttöön." (Interview 4)

"In general, the big thing is that different providers have different skills, different contacts, different experiences and by networking, then they become one evaluating entity, from which can always be taken, sort of like a toolbox. From which, you can always use the tools that best suit your situation." (free translation)

"Että ei ole pelkästään soittoa, vain oikeasti sitten tehdään jotain niille asioille. Sitten kun verkostoidutaan, tiedetään miten muualla, miten meillä, voidaanko käyttää hyväksi jotain muualla hyväksi todettua toimintaa ja ottaa, kopioida se tänne tai toisinpäin." (Interview 6)

"It (networking) is not just a call, but really doing something about those things. Then, when networking, we know how others are doing things, how we are doing things, whether we can take advantage of something that has been proven good elsewhere and take it, copy it here, or vice versa." (free translation)

Organizational diversity is also an influencing factor in productive networking, it ensures flexibility and promotes commitment.

"Se verkosto antaa niin paljon semmoista tukea siellä sitten, ja tavallaan tekee mun mielestä sen, vaikka ollaan tavallaan eri paikkakunnilla ja eri paikoissa, niin me kuitenkin tehdään jollain tapaa saman tyyppisesti sitä työtä. Ja että se luo sellaista tukevuutta ja uskottavuutta tälle koko toiminnalle." (Interview 13)

"The network gives so much support, there then, and in a way, I think it does, even though we're in different cities and places, we always do the work the same way. It creates that kind of support and credibility for this whole activity." (free translation)

Structure within the organizations operating model brings clarity to the goals of networking trying to be reached. The ideal network is structured, with structure there is a common goal determined that is then pursued with the help of these networks to go beyond it within their own organization.

"Eli sellainen tietty struktuuri...Mutta jotenkin sillä lailla, että ois sovittu, että tietynlainen se sopimuksellisuus, se kyllä niin kun vahvistaa sitä (verkostoitumista)." (Interview 15)

"A kind of structure ... But somehow so that it is agreed that there is some sort of contractualism, this strengthens it (networking)." (free translation)

"Semmoinen tiedostavaa asennoituminen siihen verkottuminen, että ei jää siihen, että jos kahdestaan nähdään joskus, vaan se on suunnitelmallista ja tietoista toiminta." (Interview 3)

"That kind of conscious attitude towards networking, that it doesn't stop even if you meet someone just the two of you but is a systematic and conscious activity." (free translation)

When networking the flow of the networking relationship should be continuous and methodical. The common and shared purpose is seen, and the ability of organizations structure must be flexible. Productive networking is not a random occurrence, in productive networking there is a shared goal and commitment between networking instances and/or individuals.

"Eli jatkuvuus, tavoitteellisuus ja säännöllisyys kun verkostoidutaan." (Interview 12)

"That is, continuity, purposefulness and regularity when networking." (free translation)

"Johdon sitoutuminen, johdon vahva sitoutuminen, halukkuus, se että se linjataan jo siellä ylätasolla, että haluamme verkostoitua näiden ja näiden kumppaneiden kanssa. Jolloin se myös sitouttaa seuraavat esimiehet työskentelemään sen tavoitteiden ja tahtotilan mukaisesti." (Interview 12)

"Leadership commitment, strong leadership commitment, a willingness that is aligned with upper management and a will to network with potential partner. It will also commit the upper management to work according to its goals and intent." (free translation)

Adequate amount of resources should be provided within a productive networking organization. Without adequate resources or time allowance networking can stay superficial, if so then it possibly might not provide the in-depth relationship sought after.

Organization's should provide sufficient resources to ensure innovative and productive networking which assists in creating new and it also furthers the processing of creation. Not only this but, efficient networking can bring new resources for common use.

"Kun se on vuorovaikutteista, niin kyllä se tuo resursseja ja sitä muiden ideoita niin kun jalostamista." (Interview 15)

"When it is interactive then yes it brings in resources and brings in others' ideas like refining." (free translation)

It was determined that employees should be allotted time to network. This being not only in their daily functions but also in relation to allowing to participate in functions. In regard, to the OLKA brand, adequate resources were seen as a critical factor in the succession and profitability of networking, which plays a determining factor when integrating the OLKA brand into an already existing network.

OLKA partners believed that an organization's operational flexibility was the most important characteristic of productive networking where as OLKA representatives felt that is was second most important and that trust and creativity was the main determining characteristic.

5.3.2 Strategic wittiness and goal awareness

The level of networking is dependent of the organization's goals. Goal and purpose oriented driven organizations promote networking behavior. This wittiness consists of strategic leadership behavior, creation of something new, continuous goal awareness and also, the ability to seek out a relationship that promotes the agenda.

"Kyllä se (tehokas verkostoituminen) kannattaa totta kai olla siellä strategiassa mukana ja toimintasuunnitelmassa. Miten verkosto rakennetaan ja mihin halutaan mukaan, ketä tärkeimmät yhteistyökumppanit ovat...se lähtee ihan sieltä strategiasta liikkeelle." (Interview 7)

"Yes (effective networking), of course, should be in the strategy and the action plan. How to build a network and what you want to be involved in, who your most advantageous partners are...it's where the strategy starts." (free translation)

To have enhanced strategic wittiness in productive networking, it was thought that networkers should be at about the same organizational level in their own organizations, having the authority to make same level decisions and guidelines. Networking should be relevant to the individuals job description.

“Ja sitten taas toimijan näkökulmasta ainakin semmoinen minusta on tärkeätä, että ne verkostoitujat ovat ikään kuin suurin piirtein samalla organisaatiotasolla omassa järjestössä.” (Interview 3)

“And then, from the operator's point of view, it is important to me that those networkers seem to be at about the same organizational level in their own organization.” (free translation)

Productive networks make sure that responsibilities and tasks are evenly distributed upon the individuals within the network. All individuals involved in the network should have clear knowledge of what the goals are to be achieved through networking.

“...minä olen itse kokenut, että se on semmonen, semmonen niin kun lähinnä se että, yhden tai useamman linkin kautta pysty tavoittamaan sellaisen ihminen, joka juuri sillä hetkellä tarvitset.” (Interview 5)

“...I have personally experienced that it's like, like, mostly that through one or more connection you are able to reach out to a person who at that very moment you need.” (free translation)

“...toiminnan toteutumisen osalta, niin ilman muuta se täytyy yksilön tasolla tavoitteissa näkyä.” (Interview 9)

“...in the realization of action, it must of course be reflected at an individual level in the goals.” (free translation)

Both interviewed groups similarly described strategic wittiness and goal awareness objectives as characteristics of productive networking, but the prevalence of importance between this differed. OLKA representatives saw that strategic wittiness was of the least defining factor, whereas OLKA partners described it as being the second most important factor.

5.3.3 Bilateral synergy

Bilateral synergy was seen from both groups as being the third most important characteristic of productive networking. The mutual sense that working as a group is more productive than working alone. Through networking there is the creation of more possibilities, more than what could be possible if an organization works only internal. Productive networking is about being able to benefit from what another individuals or organization can provide and providing back strengths and knowledge.

“Se (tehokas verkostoituminen) on tällaista vastavuoroisuutta, että kaikille osapuolille pitää olla sitä jonkunlainen hyöty.” (Interview 10)

"It's (effective networking) this kind of reciprocity that all parties need to have some sort of benefit." (free translation)

"Minun mielestä verkostotyö on aina vuorovaikutteista. Se ei ole se, että vain yksi antaa ja muut aina ottaa. Vaan että se on yhdessä tekemistä ja vuorovaikutteista." (Interview 15)

"For me, networking is always interactive. It's not that only one gives and the others are taking. But it's about doing things together and interacting." (free translation)

Interpersonal group dynamics were also seen as being advantageous to both the internal organization as well as externally from the organization. It is important to identify the dynamics of the networking and define the features of relationship desired, whether being an internal organizational network or external organizational network.

"Että onko sitä (tehokasta verkostoituminen) sen organisaation sisäistä tai ulospäin pidettävää, siinä tietysti on erilaisia asioita, joita pitää ottaa huomioon, riippuen siitä onko sisäinen vai ulkoinen." (Interview 13)

"Whether it is (effective networking) internal or external to its organization, of course there are different things to consider, depending on whether it is internal or external." (free translation)

"Eli se on oleellinen pointti, on kehittää verkostoitumisen ymmärrystä siihen, että siinä on myöskin organisaatio mukana. Eikä vaan ihminen yksilönä omilla premissillä, omilla oletusarvolla." (Interview 9)

"So, it's an essential point to develop the understanding of networking that it also involves the organization. And not just man as an individual with his own premises, his own defaults." (free translation)

To make sure that innovative and productive networking is thought of from many different angles. That there is a good co-created model that works for everyone. That is a win win situation from the individual's point of view as well as the organizations.

"Tietenkin se, että yhdessä on paljon enemmän kuin yksikseen." (Interview 1)

"Of course, doing together creates more value than being alone." (free translation)

“Että omin voimin olisi kauhean työlästä lähteä, ottaa selvää asioista. Mutta kun keskustele ja vaihtaa yhteystietoja ja saa kokemustarinoita muilta siinä verkostossa olevilta. Silloin se oma työ käy helpommaksi, ja ikään kuin tunnettuus lisääntyy. Mutta myöskin oma tekeminen helpottuu.” (Interview 14)

“That it would be terribly laborious to go and figure things out on our own. But when you discuss and exchange contacts and get experience stories from others in that network. It makes your own job easier, and awareness increases. But also, your own agenda helped.” (free translation)

The creation of new possibilities cannot be achieved alone, there is a distinct empowerment associated with teamwork and networking. There is an importance in not duplicating tasks and facilitating reflection among teams. In productive networking there should be a parallel contact surface between networking communities and their agents.

5.3.4 Competent communication skills

Productive networking is supported by many factors. One key behavior skill is competent communication. Communication increases internal and external visibility; it provides a basis for cooperation. The communication between instances should be open and there should be a trust based on the messages of these communications.

“...musta ehkä niinkun, lähtökohtana on semmoinen molemminpuolinen tai kaikkien osapuolten, kaikkien osapuolten välinen luottamus ja avoimuus, etenkin viestinnässä, on mun mielestä se lähtökohta.” (Interview 2)

“...I think maybe like, it's based on that kind of bilateral or mutual trust and openness between all parties, even in communication, I think that's the bases.” (free translation)

Information that is sought out through networking, should be clear to all instances. There should be a clarity and openness of the communication, its channel and its content, so that everyone knows what is desired from that communication. Communicated information is sought out and returned to all involved parties and the communication is done within due time, by the use of the communication channel agreed upon or to which is the most effective.

“Kyllä, niinkun verkostoitumisessa sama niinkun yhteistyössä, sellainen avoin, vastavuoroisuus, avoimuus ja tavallaan se, että selkeästi viestii ja kertoo, että mitä meillä on ja miten te voitte hyötyä ja mitä me toivotaan heiltä.” (Interview 5)

“Yes, in networking, the same in collaboration, the kind of open, reciprocity, openness and the way that clearly communicates and tells us what we have, and how you can benefit and what we desire from them.” (free translation)

The purpose of the communication and parties involved should be based on purpose and sought outcome. It was thought that competent communication skills were a part of the relationship between networking partners.

“...sillä lailla että niinkun, tutustuu ja tekee itsensä tiettäväksi sellaisille ihmisille, joiden kanssa yhteistyö on jollain tasolla mahdollista.” (Interview 5)

“...it is so, to get to know and make yourself known to people with whom cooperation is possible at some level.” (free translation)

From the data derived it was determined that both OLKA representatives and OLKA partners saw competent communication skills as the fourth most important characteristic of productive networking, out of the five subcategories developed from the data.

5.3.5 Trust and creativity

The largest difference between OLKA representatives and OLKA partners responses was regarding the prevalence of trust and creativity being an influencing characteristic of productive networking. OLKA representatives felt that this was the main influencing characteristic whereas OLKA partners responses showed that in their opinion it was the least determining productive networking characteristic.

Facilitation of independent contemplation was seen as being a central characteristic of openness in productive networking. Active communication and courage in approached different potential networking parties and taking part in activities outside the comfort zone were seen as promoting effective networking / networking skills. While networking, existing ideas should be presented openly, to networking parties present receptiveness towards the work development.

“Eli tä samalla ollaan aktiivisen viestintä ketjun yhteydessä ja ollaan yhteydessä muihin järjestöihin niin kun avoin, eli jaetaan tietoa eteenpäin.” (Interview 11)

““So, at the same time, we are actively communicating with the chain and being in contact with other organizations openly, that is, sharing information forward to others.” (free translation)

“Avoimuus siinä mielessä, että pidetään sitä viestintä avoinna. Kerrotaan toiselle, mitä tapahtuu ja suunnitellaan, mutta myös avoimuus uusien ideoiden suhteen että, ei niinku tyrmätä sitten niitä yhteistyökumppaneita. Vaan ollaan vastaanottavia siinä kehittämisessä.” (Interview 2)

“Openness in the sense that we are keeping that communication open. Not only telling each other what's happening and planning but also being open to new ideas, so that you don't turn down partners. But you are receptive to that development.” (free translation)

A certain kind of creativity was seen to be increased when the people networking came from different backgrounds and different businesses or organizations. Productivity creates new activities and networking channels.

“Niin, aina tulee jotain semmoista, mitä yksi ei osaa ottaa huomioon. Se minun mielestä ehdottomasti lisää sitä luovuutta ja myöskin semmoista niin kuin varteenotettava, että mietitty monelta eri kannalta ne asia.” (Interview 2)

“Yes, there is always something that one cannot take into consideration. In my opinion, it definitely enhances that creativity, as well as the fact that it's thoughtful to think about it from many different angles.” (free translation)

Creativity in networking creates a genuineness and uniqueness. It naturally pulls parties together who have a shared interest, and through this shared interest the creation of new begins.

5.4 Productive networking measurement tools

How to measure productive networking, is a challenging concept. Not being able to define a networking measurement tool was the most prevalent statement from interviewee when asked about how productive networking could be measured. Feedback questionnaires or meeting/ event attendance were seen to be the most likely efficient way of measuring network productivity. In Figure 13 (3) it is shown which factors which were seen as ways of measuring productive networking.

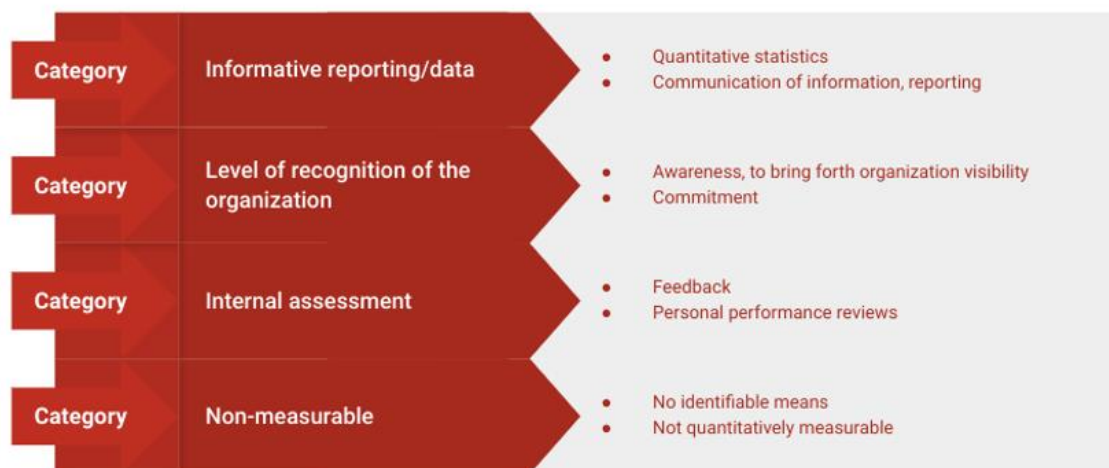


Figure 13. Productive networking measurement tools.

It was felt that it was hard to define concrete measurable tools. Especially at the beginning of the networking relationship its productivity was hard to define.

"Tota, kyllähän sitä (verkostoitumista) niinku pohjimmiltaan sen takia tehdään, että se jotenkin kasvattaisi sen työn arvoa, uutta siihen, mutta se miten sitä arvioidaan, niin tota, en osaa sanoa oikeastaan semmoista tyhjentävää tähän." (Interview 2)

"It (networking) is basically done because, so it somehow adds to the value of the work, something new to it, but the way it is evaluated, so I can't really say anything exhaustive about it." (free translation)

"Että en osaa tuohon sanoa, että minulle itselle tämä mittaristohomma täällä, ei olla osattu sitä tota juurikin raportoida, sitä määrä meillä on näin ja näin monta ainesopimusta se ei saisi olla se ainoa mittari." (Interview 15)

"I can't say that I have a measurement tool available to me here, I haven't really been able to report it, how many substance contracts we have shouldn't be the only meter used." (free translation)

Informative reporting and data, such as the number of participants to an event, the number of contracts made or even the quality and efficiency of communication or data transferred was seen as a representation of a measurement tool.

"Ehkä siellä yhtenä karkena mittarina on tosiaan nämä erilaiset tilaisuudet, yrittäjän lukumääräinen mittari. Mutta sitten muuta niin ei se niin kun, et niin kun mitä, missä ja kuinka paljon on konkreettisia yhteistyöhankkeita, työryhmiä meneillään niin siinä voisi olla joku mittari." (Interview 1)

"Perhaps one of the rough indicators here is indeed these different opportunities for the entrepreneur's numerical meter. But then it's not like what, where and how many concrete collaborative projects, working groups are underway so there could be some measure." (free translation)

"Pitkässä juoksussa voisin kuvitella, että voisimme sitten nähdä sellaisen hyötyjä että, vaikka SOTE-sektorissa että potilaat alkavat enemmän ohjautua verkostokumppaneiden palvelujen piiriin." (Interview 12)

"In the long run, I would imagine that we could then see the benefits in the SOTE sector, that patients would start to be more redirected to the services of their network partners." (free translation)

"Sanotaan niin, nyt kun yhteiset projektit ovat hirveän konkreettinen juttu. Mutta myös tehostunut tiedottaminen ja, ja tota, miten mä nyt sitä sanoisin tavallaan niinkun tiedon siirtoa. Niin ne ovat sellaisia, jossa näkyy se verkostoituminen silleen aika konkreettisesti sitten." (Interview 5)

"Let's say now that common projects are a terrific concrete thing. But also enhanced communication, and, of course, how I would say it in a way is a kind of knowledge transfer. So, they kind of show that networking on it quite concrete then." (free translation)

Level of recognition and of the organization was seen as a determining factor of how productive networking could be measured. It was seen that the goals of the networking relationships determined the function of the measurement tools applied. Also, the level of the commitment within the networking relationship was seen as measurability tool.

"Se sitoutuminen on merkki siitä, että verkosto on jotenkin etua sille organisaatiolle." (Interview 10)

"That commitment is a sign that the network continues to be an asset to that organization." (free translation)

"Sitten sellaista vaikeasti arvioitavaa ja mitattavaa, mikä ehkä edelleen sellaista tunnettuuden lisääminen puolen ja toisiin, ja verkosto laajenee, niin sitä kautta oma tunnettuus. Se on hankalammin mitattavissa, jos lähtötilanteesta ei ole tietoa arvioitavissa." (Interview 7)

"Then, the kind of difficult to assess the measurable and perhaps still the kind of bilateral awareness building and the network is expanding, it is through that your own awareness. Measurability is more difficult if baseline information has not been estimated." (free translation)

Internal assessment such as feedback and personal performance reviews were seen as a possible way for organization members to get assurance that their networking behavior was productive.

"Tehokkuus on hankala sana, melko vaativa sana... Miten sitä mittaa... kehityskeskustelussa tulee mitattuna, se on sellaista laadullista ja työntekijä kerrallaan. Että sitten niinkun organisaation tasolla dokumenttien tarkastelu, miten se näkyy tässä meidän asiakirjoissa tai tämän tyyppisessä, jos sitä arvostetaan." (Interview 8)

"Efficiency is a tricky word, quite a demanding word ... How you can measure it, in personal performance reviews it is measured in terms of quality and one employee at a time. And then, at an organizational level, looking at documents, how they appear in our documents, or this type if it's valued." (free translation)

Between the groups of OLKA representatives and OLKA partners, representatives generally felt that productive networking was very difficult to measure. They found it had to name concrete tools which would assist them in this process. Although the desire to develop measurement tools was clearly apparent.

“sen (tuottavaan verkostoitumisen) mittaaminen taas sellainen, mitä pitäisi ehdottomasti kehittää kyllä.” (Interview 14)

“measuring it (productive networking) is something that should definitely be developed.”
(free translation)

OLKA representatives felt data and information were the main named tools. Whereas OLKA partners saw that informative reporting and data such as quantitative statistics were the main measurement tools of productive networking. Also, the level of recognition to the OLKA brand or their own organizations was a merit of measurability.

5.5 Innovation supporting networking behavior

The interaction of individuals is a key characteristic in supporting innovation within the organization. Reflection and shared commitment were seen discovered to be the main factors of networking when developing innovation. Below in Figure 14 (3), is shown the categories derived from the data.



Figure 14. How networking behavior supports innovation.

Reflective network behavior, out of the box thinking was seen as being a prerequisite to supporting innovation.

"Kun me kokoonnumme yhteen, se onhan se verkosto, se meidän oma pieni, verkosto, silloinhan ne ideat ihan erillä tavalla lähtee lentoon. Joku voi heittää ihan vaan ihan läpäläkin idean, sitten joku tarttuu siihen ja lähtee kehittämään. Niin onhan se sellainen luovuuden niinkun lähde, verkosto." (Interview 15)

"When we get together it's the network, it's our own little network, that is when those ideas get off the ground in a totally different way. One person can throw an idea out there, then someone grabs on to it and starts developing it. It's like a source of creativity, the network." (free translation)

"Ainakin sillä tavalla, jos minulla on hyvä yhteistyö niiden yhteistyökumppaneiden kanssa, ja he katsovat minun organisaationi ulkokehältä sieltä voi nousta aivan loistavia kehittämisideoita...Eli mä näen tässä, että verkostokumppani voi antaa asiakkaan silmälasit toiminnan kehittämiseksi, jolloin se oma toiminta voi lähteä kehittämään asiakas läheisemmin palvelua." (Interview 12)

"At least that way if I have a good partnership with their partners and they look at my organization from the outside, there can arise some great development ideasThat is, I see here that a network partner can provide a customer's outlook for business development, so that our own business can develop itself more personalized customer service. " (free translation)

Benchmarking from within the network organizations was also seen as promoting asset towards organizational innovation.

"Tuo laaja-alaisempaa näkemystä asioihin, uusia ideoita. Se (verkostoituminen) tuo sillä tavalla uusia mahdollisuuksia peilata omia ajatuksia tai omaa kehitystyötä muiden organisaatioiden kehitystyöhön." (Interview 8)

"It brings a broader view of things, new ideas. In that way, it (networking) opens up new opportunities for you to reflect on your own ideas or your own development work on that of other organizations." (free translation)

Shared commitment and delegation of responsibilities were seen as instrumental to organization innovation while networking. Resources should be optimized, and responsibilities shared. Both OLKA representatives and OLKA partners saw this quality as the main determining factor for supporting organization innovation while networking.

"Sanotaan näin, että periaatteessa sen pitäisi tukea semmoista toimintaa, josta päästään siitä yksilön sidonnaisuudesta, että se tieto ja toimintamalli on niinkun syömällä integroinut tähän organisaation." (Interview 9)

"It is, in principle, it should support the kind of action that lets go of only individual commitment, so that the networks knowledge and operating model are integrated into organization." (free translation)

"Ja kyllähän se, jos on laajat verkostot, resurssien löytäminen on todennäköisempää, sitten kun se että on vaan yksin, yksi pyöritellä niitä omia ajatuksia ja yritetään, saan niitä innovaatioita sitten toteutumaan." (Interview 5)

"And yes, if there are large networks, finding resources is more likely than being alone, swirling their own ideas and then trying to get those innovations to take realization. " (free translation)

"Sinä san se, että on verkosto, niin se ei sinänsä takaa sitä, että toiminta olisi innovatiivista tai tuloksellista tai muuta. Se on, mun mielestä sen (verkoston) pitää erikseen miettiä, että miten verkostossa pystytään näitä asioita vahvistamaan." (Interview 4)

"The fact that you are a network does not in itself guarantee that the activity is innovative or profitable or otherwise. The thing is, I think it (the network) needs to think separately about how the network can strengthen these things within the network. " (free translation)

Under this theme it was determined that both OLKA partners and representatives were in consensus of the determining factors of networking behavior and innovation within an organization. Productive networking behavior was believed to be a prerequisite and a solid basis for innovation to even take place and develop.

5.6 Integration of networking into a business strategy

The types and levels of business strategies vary from organization to organization. The OLKA partners interviewed represented organizations that had a few to tens of employees. Through the interviews it became apparent that the depth and specificity of the organization's business strategy was dependent on the size of the organization in question. Larger organizations had a more developed business strategy than smaller organizations. Below in Figure 15 (3), are the categories discovered from the data regarding the integration of networking into an organization's business strategy. Productive networking was determined as to be incorporated in organization's values and was not so clearly defined in the organizations written strategy. Integration was seen as a way of working together with all levels within the organization.



Figure 15. The integration of networking into the business strategy.

OLKA representatives felt that colleague expertise appreciation was the main determining factor when integrating the productive networking concept into an organization's business strategy innovatively.

"Niin kyl mä näen, että tällä verkostotyöskentelyllä pyritään myöskin siihen (strategian tavoitteisiin) ja yritetään vahvistaa sitä niinku eri näkökulmista ja sillai tehdään verkostotyötä, niin saadaan asiantuntijuutta." (Interview 2)

"I see that with this networking we also aim to achieve it (strategy goals) and we try to strengthen it from many different angles and by networking we gain expertise." (free translation)

Along with integrating productive networking into the business strategy, the allocation of resources for this goal was seen as an important factor by OLKA partners.

"Se on minusta ennen kaikkea niinkun, että se (tuottelias verkostoituminen) ylipäättään mainitaan strategiassa...ja sitten siihen myöskin resursoidaan, että on olemassa ihmisiä, jolla se on relevantti osaa toimenkuvaa. Ja sen toimenkuvaa on määritelty ..." Interview 3)

"It seems to me, that above all, it (productive networking) is to be mentioned in the strategy... and then it is also resourced, that there are individuals who have a relatable part of these in their job description. And their job description is defined...." (free translation)

Also, the way of networking was determined to be very important to reach the end client. This was something that was to be included into an organization's future strategy. Although if there was not adequate resources or time allowance then this caused a hindrance to reach the strategic goals of productive networking.

"On todella tärkeää, että verkostoitumisen kautta saadaan se tietoa, että mitä OLKA on, mitä tietoa sieltä pysty saamaan, jota pystytään tavoittamaan meidän asiakkaita." (Interview 11)

"It's really important that through networking, it provides the knowledge of what OLKA is, what information you can get from it, so that we can reached our customers." (free translation)

"Että oikeasti niin kuin se (verkostoituminen) on sellaista osallistavaa meillä, mutta aina ei tunnu, että välttämättä lähdetään osallistumaan, kun on oma kiireinen työ, niin sitten vähän menee riman alla. Se yhteistyö voi aina vähän siitä kärsiä." (Interview 15)

"It's really that it (networking) is inclusive, but it doesn't always feel like you're going to be actively participating because you have your own busy job, so at times it goes a little bit goes under the bar. Cooperation can always be a bit hindered by this." (free translation)

Networking should be integrated into the organization's values and should be clearly written into the business strategy. OLKA partners felt that this was the key factor to

integration success, and that in future business strategies it would be more specifically written.

"Se on kirjattu sinne (strategian) sillä tavalla, ei ehkä niin verkostomaista työskentelyä siinä, mutta enemmänkin siinä määrin yhteistyökumppaneita on ja mitä niillä haetaan, mitä on kenen kumppanin kaa mitkä tavoitteet." (Interview 7)

"It's written in there (the strategy) in such a way, that maybe not as networking, but more to the extent of what partners we have and what we are reaching for, what are the goals of each partner." (free translation)

"Ei ole kirjattu auki (strategian). Tota, mutta, tota se on semmoinen asia, mikä siihen uuteen strategiaan tullaan kirjaamaan." (Interview 5)

"It is not written out in it (strategy). But, of course, it's one thing that will be written into our new strategy." (free translation)

For productive networking to be integrated into an organization's business strategy, tangible goals and concrete actions and meetings must be determined. The effectiveness of these goals and actions must also be analysed.

".....sitten toinen on tämmöinen toimitukselliset, koulutukselliset tavoitteet. Eli se, että pystyttään kirjoituksen ja koulutukseen keinoin kehittämään näiden toimijoiden kykyä tässä verkostotyössä." (Interview 4)

".... then another is these kinds of editorial, training goals. That is, through releases/ articles and training, we can develop the capabilities of the individuals in these networks." (free translation)

"...yhteistyö pitää tehdä verkostojen kautta. Ja sitten se, että, ei ole niin, että jokaisella organisaatiolla olis niinkun omat verkostot...vaan että käynteettään nimenoma verkoston kautta laaja rinkiä..." (Interview 6)

"...cooperation has to be done through networks. And then the fact is, it's not that every organization has its own networks.... but that we use through the networks a broad ring of people..." (free translation)

Although both groups mainly described that productive networking was incorporated into their organizational values, it was not so clearly defined into their business strategy. Through the interviews it was brought about the thought of that with the changing SOTE-social and health care services, world in Finland, there is a need for networking goals to be more descriptively written into their strategies.

5.7 Community or personal benefit of networking within health care's third sector

In this study the purpose of productive networking within health care's third sector was examined through two purposes; community benefit or personal benefit. The purpose for

networking can be based on individual decisions, individual desire, the will to learn or value building for the community. In Figure 16 (3), are described the findings from the data as to what the interviewees found community/ society benefit and personal benefit of networking to be.



Figure 16. Productive networking benefit; community and personal.

All the OLKA representatives interviewed saw that the type of networking they did on a daily basis was based on a society interest. The purpose of networking was to get benefit for the end client/ patient and their community. Also, they saw that their networking accomplished enlightenment of health care and the third sector on not only on an organizational or city level but on the national level as well.

"Yhteiskunnallinen hyöty. Ja nimenomaan sitä kautta palveluita tarvitsevaa asiakasta." (Interview 12)

"Social benefit. And that is precisely through this, customer who needs the services." (free translation)

OLKA partners saw that their networking was mainly done to achieve a greater benefit towards the community, but they also saw that this could be integrated with a personal interest. This personal interest in networking was not seen to take away from the bigger picture, of society goal accomplishment.

"Sitä yhteiskunnan hyödyn tai oma organisaatio jos puhutaan työtehtävistä enemmän, toki sellainen henkilökohtainen hyöty ja uran kehitystä ja mahdollista avautuu uusia urapolkuja." (Interview 8)

"Be it for the benefit of society or your own organization if you are talking about job responsibilities, of course, there personal gain and career development and potential opens up new career paths."

“Kyllä näen ehdottomasti sen yhteiskunnallisena hyötynä.... se tieto menee monialaisesti sekä poliitikoille, ministeriöihin päin ja tota sitten muihin ammattilaisorganisaatioihin päin. Mutta myöskin omille jäsenille, se on semmoinen hyvin monialainen hyötyverkosto.” (Interview 14)

“Yes, I definitely see it as a social benefit.....when that information is multidisciplinary, it goes to politicians, to ministries, and then to other professional organizations. But also, for its own members, it's such a very multi-disciplinary beneficial network.” (free translation)

The benefits of networking are not readily or initially seen. It is through time that the profit gain is visible or measurable. There was a clear reflection with all the interviewees that in this type sector relationship, health care and the third sector, the basis for conducting networking was to gain something for all organizations involved. This type of networking purpose can be seen to be a large contrast to that of many other health care business areas.

5.8 Networking communication channels

Networking communication channels can differ according to the persons placement within an organization. Networking is generally thought of being something that is done face-to-face. With today's technology networking can be conducted not only face-to-face at meetings or events but also using technical platforms, such as Microsoft TEAMS, Skype, SharePoint, e-mail or What's app. In Figure 17 (3) is shown the interviewees opinions to which networking communication channel is the most productive.

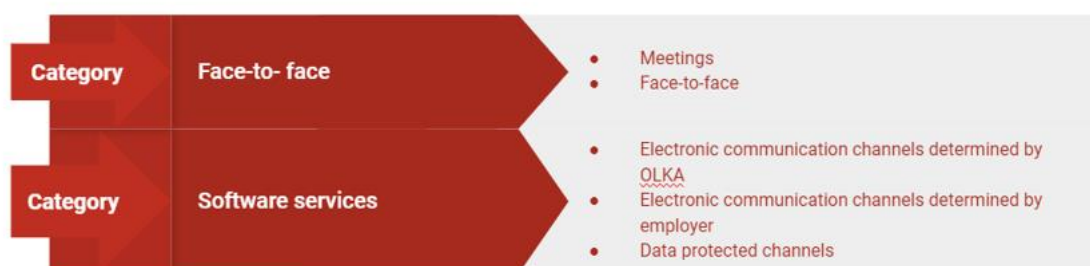


Figure 17. Productive networking communication channels.

OLKA representatives considered electronic communication channels most effective, whereas half of the OLKA partners interviewed saw that face-to-face meetings were the most effective communication channel in productive networking behavior.

"No joo, tota kyllä se varmaan on se sähköposti, joka on yksi niistä tärkeimmistä (kanavista). Joku tämmöiset tiedotteet ja sitten on tämmöisiä viikko palavereja." (Interview 13)

"Well, yeah, it's probably the email that's one of the most important ones (channels). Then press releases and then there are these weekly meetings." (free translation)

"...viikoittaiset palaverit. Ja tota, se että kasvokkain nähdään joka viikko, niin se on semmonen meidän, meidän oma, se luo meidän yhteishenkeämme ja meidän yhteistyömme meidän välissämme." (Interview 15)

"...weekly meetings. That you see, face to face every week, it, it creates a common spirit and cooperation between us. " (free translation)

The use of social media was also a common communication channel used to increase visibility and through this channel of networking productivity was enhanced.

"Kyllä se (tehokas verkostoitumis- kanava) vaan toi SOME puoleen ehkä kuitenkin menee. Siellä ainakin saa ideoita alulle ja jako tai sillai." (Interview 15)

"It (productive networking channel) goes to the social media side. There I can start brainstorming, share ideas and things like that." (free translation)

Communication channels were also seen to be determined by the job position the individual has within the organization or it was determined on their behalf by the organization in question.

"Ne yleisimmät viestintäkanavat on varmaan semmonen niin kun työhön liittyvät rakenteet, johon kuulutaan." (Interview 8)

"The most common communication channels are probably the ones with work related structures to which they belong." (free translation)

OLKA partners determined that the networking channel they used was partial limited according to the size or technical ability of the organization. If the organization did not have the possibility for technical support, they were limited in the choices of how to productively network with other partner organizations. They saw that the use of Microsoft TEAMS platform was enough for the transfer of information between OLKA and other organizations, but it limited their organizations visibility at a community or national level. Also, the consideration of data protection was one criteria for choosing a productive networking communication channel.

“Meillä ei ole niin paljon, ei ole niitä tekniset mahdollisuuksia, niin eikä olla perehdytty, jos olisi muita alustoja. Kun monet ovat pieniä organisaatioita eikä ole sellaista IT-tukea, että olisi tavallaan aika selvittää onko muita alustoja.” (Interview 7)

“We don't have that much, we don't have the technical capabilities, and we have not familiarized ourselves with other platforms. With many being small organizations and not having that kind of IT support, that would give us the time to find out if there are other platforms.” (free translation)

“Tietosuojakysymys” (Interview 15)

“Privacy/ data protection issue.” (free translation)

The use of telephonic communication was mainly the use of the What's app application. Personal phone calls were only mentioned by a few respondents. Especially OLKA representatives felt that the use of What's app was one of the most productive networking channels when communicating with the OLKA volunteers.

5.9 OLKA's organizational networking skills

The interviews provided bountiful data of how OLKA's networking skills were seen as productive and effective. Also, constructive criticism was given as to which characteristics possibly hinder OLKA's productive networking. Below in Figure 18 (4), is presented the analysis of the data regarding OLKAs networking skills that enhance productivity and effective development.



Figure 18. OLKA's productive networking skills.

It was shown that OLKA's networking skills promoted business and operated as an exchange of information and prior knowledge, ideas and provided support. Their productive networking skills were described to facilitate multi beneficial relationships, provided a basis for joint-ventures and promoted visibility and training for the organizations involved. OLKA was described to be a tested brand that unselfishly provided to the organizations a straight connection to the hospitals and patient target group.

"Minusta se, että OLKA toiminta on myöskin expantiivista, sillä tavalla että kohta muissa yliopistollisessa sairaalassa ja kohta useassa keskussairaaloissa jo vastaavan tyypistä toiminta, samalla sabluunalla se tietenkin antaa sitten taas, antaa yhteiskunnallista merkitystä." (Interview 3)

"I think that OLKA's activity is also expansive, in the sense that in other university hospitals and soon in several central hospitals there are activities, with the same concept that then, gives a social significance." (free translation)

"Meillä on kuitenkin aika rajallista kuinka paljon koulutusta ja virkistystä mitä me voidaan meidän vapaaehtoisille tarjota. Niin OLKAn toiminnan kautta, sitä kun he kuitenkin tiedottavat, ja voimme tiedottaa eteenpäin. Vapaaehtoiset löytävät uusia keinoja tehdä hyvää." (Interview 5)

"However, we have quite a limited amount of education and recreation that we can provide to our volunteers. So, through OLKA's activities, because they relate information to us, we can pass along that information onto our volunteers. Volunteers find new ways to do good." (free translation)

"Ja se (OLKA) toiminta on siitä kehittynyt tämän aikana paljon, että se on muuttunut ja vakioitunut." (Interview 7)

"And it's (OLKA's) activity has developed a lot during this time, that it has changed and stabilized." (free translation)

"Niin minun mielestä se positiivista on se, että se on valmis brändi. Saadaan maksutta käyttää se mitä he ovat jo kehittäneet." (Interview 10)

"So, what I think is positive is that, it's a ready-made brand. I can use what they have already developed for no cost." (free translation)

OLKA's way of bilateral communication was determined to be a value driver in productive networking. Not only was it described that OLKA gave expertise knowledge but also, they engrossed other organizations learned knowledge and expertise in developing the OLKA brand and services.

"Tavallaan sellaista että jo olemassa olevaa tietoa jaettiin avoimesti yhdessä kaikkien, parastellen kaikkien käyttöön...Saatiin ajatuksia, ideoita, mitä OLKAssa oli jo tehty, kun oli ponnistettu, kokeiltu ja todettu hyväksi, toimivaksi malliksi." (Interview 12)

"In a way, the information that already exists was shared openly with everyone, for the better of all... We got ideas, ideas that had already been created at OLKA, tried and tested and developed into a good, workable model." (free translation)

The support of the OLKA organization as a whole and also the support of partnering organizations management was thought to be the basis for productive networking to develop. Some organizations found slight internal resistance to the integration of the OLKA brand into their organizations, but through effective communication and attention to the level of networking this resistance was dissipated.

"Alimman johdon ja keskijohdon asenteet on saattanut olla hyvinkin erilaisia, vieläkin tänä päivänä. Se että tällainen ulkopuolinen toimija tulee siihen, se ei ole aina herättänyt hurraa huutoja, mutta se on minusta vuosien mittaan kehittynyt myönteisen suuntaan. Ja tota, sillä lailla niin se (OLKA) toiminta on sitoutunut hyvin sinne ja se on tärkeä." (Interview 3)

"The attitudes of the lowest management and the middle management may have been very different, even to this day. The fact that such an outsider comes in has not always made them shout for joy, but I think over the years it has developed in a positive direction. The organization (OLKA) is very committed there and it is important." (free translation)

"No, ehkä just tää, että se on ollut meille niinku helppo kanava päästä esimerkiksi tuonne just sairaaloihin meidän vapaaehtoiset, OLKAN kautta. Ja sitten se sairaala...se varmistaa sen laadun. Silloin siinä tulee semmoista molemminpuolista luottamusta siihen toimintaa, se on se tärkein osaa tässä." (Interview 7)

"Well, maybe it has been such an easy channel for our volunteers to get to the hospitals, for example, through OLKA. ... Also, the hospital... it gets assurance of the quality. Then there becomes a mutual trust in the activity, that's it the most important part here." (free translation)

Attributes that were seen to possibly hinder OLKA's productive networking are shown in Figure 19 (4).



Figure 19. Factors which hindering effect towards productive networking between OLKA and its partners.

Overall all interviewees saw that OLKA was a great benefit not only to their organizations but also to society as a whole. Although, all good things also need to be critically analysed as well. There were three main categories which arose as factors that could possibly hinder OLKA's productive networking.

Governance and regulations brought some limitations and restrictions to the networking level. OLKA being a registered brand meant that activities and representation had to be aligned with the brand regulations.

"Ehkä sellainen, että sitten tämä OLKA brändi on semmoinen ehdoton..... itse jäin miettimään pystytäänkö me kaikki semmoiseen toteuttamaan, ehkä se on sellainen haaste. " (Interview 12)

"Maybe such a thing as this OLKA brand is somewhat absolute I had thought to myself can we commit to something like that, maybe that is one type of challenge." (free translation)

Limitation of resources was determined to be an active factor which may slow down or even prevent productive networking between OLKA and its partners. As also was the lack of support and guidance for a partnering organisation's OLKA liaison in respect to the brand integration process within the partners own organization. At times these liaisons felt that they were left alone, without support when trying to convince their own organizations employees about the benefits of OLKA.

“...verkostoituminen vaatii aina energiakin. Miten mä niitä kontakteja luon ja miten minä niitä ylläpidän, se varmaankin vaihtelee työkuormituksen mukaan.” (interview 8)

“...networking always requires energy. How I can achieve contacts and how I am to maintain them, it probably varies according to our own workload.” (free translation)

“Ja tota, voin sanoa ei ole ollut kauhean helppoa yritä saada meidän ...xxx (muut toimihenkilöt) ... vakuuttuneeksi siitä, että tällöinen järjestä yhteistyö kannattaa.... Kyllä mekin tarvitaan tukea, että jaksetaan puhua ja seistä selkällä suorana ja vakuutella näitä juttuja (käsitteet).” (Interview 12)

“And of course I can say it hasn't been so easy trying to convince our ...xxx (other staff)... that this sort of collaboration is worthwhile ...we too need the support to be able to communicate and stand with our backs straight and convince others of these things (concepts).” (free translation)

Not only was it seen important to support organizational partners while networking, but it was also just as critical for OLKA to recognize their representatives need for support while networking. This fact not taking away from interviewees stance that their networking comes from within, a personal will to help and job satisfaction.

The OLKA concepts or terms proved to be at times bringing a constraint or challenge the level of understanding.

“OLKAN ja meidän materiaalissa, eri käsitteet varmaan ovat sellainen (haaste) yksi juttu.” (Interview 1)

“In OLKA and in our material, concepts are probably one (challenge) thing.” (free translation)

Breaking through between two working environments, bridge building and the consciousness of integration is important when bring a registered brand into another working environment. It was determined that at the beginning of this process there is a stressed importance for this consciousness behavior.

“Sitten kun OLKA tuli toimintaan mukaan, sitten nämä kaksi toiminnan muotoa hiukan törmäsi toisiinsa, siinä ilmeisesti, oikeastaan kukaan toimijoista oivaltanut sitä, että siinä on samalla hiukan kysymys reviireistä.” (Interview 3)

“When OLKA came into our organization, then these two forms of working collided with each other a little bit, apparently, actually, none of the providers realized that there was also a slight question of stepping into one's territory.” (free translation)

Reporting is a key factor in regards to productive networking. OLKA representatives and partners both brought to light that there are limited resources regarding reporting. It was

seen that more analytics would help promote and develop their organizational skills and goal settings.

“...eli semmoista väliraportointiakin vuosi tilastojen lisäksi voisi olla.” (Interview 7)

“... interim reports, in addition to annual statistics.” (free translation)

It was recognized by partners that it was understandable that within a growing brand such as OLKA, employee/ contact person changes are inevitable, but it was hoped these changes in personnel would be communicated in a timely fashion.

6 Discussion

This chapter encompasses thoughts regarding the data obtained through the study in correlation to the theoretical background. Also, to be discussed are the ethical considerations, the studies limitations and strengths, along with the studies trustworthiness.

As stated in chapter 2.4, Rey and Malbašić (2019) described organizational purpose to have either fluidity or synergy quality. Through the data analysis it was clearly derived that OLKA representatives and partners saw that their organizations networking was mainly to acquire organizational purpose synergy.

According to the study findings the organizational structure of OLKA was described as a mediator between the hospital districts, patients and patient organizations. OLKA's structure contained different outlets, from volunteers and educating to the organization of community activities.

“OLKA ikään kuin toimi siltana sairaalasta arkeen ja tavallaan niinkun auttaa potilasta säilyttämään yhteyden tämmöisiin tukihenkilöiden ja vertaistukeen.” (Interview 5)

“OLKA acts as a bridge from hospital to daily life and in a way helps the patient stay connected to this type of support and peer support.” (free translation)

Results also showed that qualities of productive networking behavior were seen as the provision of education, management and personal commitment also the encouragement of self-direction. It was realized that even though there is an assumption that productive networking is a job description or a personal trait, it is good to also at times step back and analyse this working behavior, the meaning of the behavior and benefits of behavior.

"Itse asiassa on hyvä tälleen kerrata näitä (käsitteet), koska ne ovat sellaisia, että välillä on niin selviä. Että just se kun joutuu miettimään, niin herää se kysymys, eli kysymyksessä on just tuo, että itsekin verkosto on oma työn tulos." (Interview 11)

"In fact, it is good for us to go through these (concepts) again, because they are things that can be so obvious at times. When you must think about these things, thoughts arise, that, the network itself is a result of one's work" (free translation)

In chapter 2 innovative and productive networking concepts were presented. Productive networking is related to the aim and purpose of organizational networking, along with the process and people involved the network. It was examined in the results that all interviewees affiliated with OLKA felt that for their networking to be productive the network should pertain a multi-beneficial synergy level. Within the third sector there is a sense of commitment and adjustment to changes, this is shown through operational flexibility.

Co-creation and co-innovation value drivers are defining factors when considering the networking integration level as described by Camarinha-Matos & Afsarmanesh (2006). According to this study it was derived that OLKA and their partners hold a collaborative network. This networking relationship was based on joint goal achievement and co-creation, alongside of the individual organizations with their own goals. There was an operational flexibility to adjustments demanded within the networking relationship and an assumed trait towards sharing of information. Although the networking relationship was seen as collaborative it is feasible that this collaboration was not sufficiently integrated into the organizations business strategy.

The results displayed the importance of productive networking being written into the business strategy. It was determined to be an important future goal, something that was missing from present business strategies.

"...meillä on sellainen toive, että oltaisi tällöinen haluttu yhteistyökumppani. Ja nimeloma verkostomainen toiminta on meidän strategia. Nyt ainakin uutteen strategian, hyvin vahvasti tullaan kirjaamaan." (Interview 10)

"...we have the goal to be a desired partner. And specifically, networking is our strategy. Now, at least in our new strategy, it will be very firmly defined." (free translation)

In chapter 2.5.2, Huang's (2016) research of networking behavior, described five different net-working behaviors that were associated with goal orientated networking. OLKA displays performance goal orientated networking with its partners. Performance goal orientated networking was shown by maintaining and expanding their contact bases

through communication and participation in events. Both OLKA representatives and OLKA partners expressed that their organizations internal visibility was increased through their networking and participation in community activities. But the systematic evaluation of these productive networking relationships was not clearly pre-sent.

In chapter 1, it was presented D'Souz (2008) thoughts on networking. It was presented that networking in general are relationships that support all parties involved, in a beneficial way which includes mutual goal sharing, advantageous resourcing and personal interest.

“Ja kyllähän se, jos on laajat verkostot, resurssien löytäminen on todennäköisempää sitten kun se että on vaan yksin yksi pyöritellä niitä omia ajatuksia ja yritetään saada niitä innovaatioita sitten toteutumaan.” (Interview 5)

“And of course, if there are large networks, finding resources is more likely than being the only one, who is juggling their own ideas and then trying to make them materialize.” (free translation)

Although OLKA partners felt that they and their organizations were well appreciated and that their learned knowledge was appreciated, it was by some hoped that OLKA could more actively take advantage of them as consultants, when expanding the OLKA brand to different parts of Finland. Out of all the challenges brought up, one that showed to be the most prevalent was the need for support when introducing the OLKA brand into an existing working environment with its own governance.

“Jos jotain kehitettävää, lisää tukea yhteyshenkilölle kumppanuus organisaatiossa, kun he joutuvat raivaamaan tietä omassa organisaatiossa OLKALLE.” (Interview 12)

“If there is something to be developed, added support for the liaison person in the partnering organization, as they have to steer the way for OLKA in their organization. ” (free translation)

OLKA provides a benefit service and networking relationship on many levels. The participants to this study commended OLKA on the openness of feedback and also the way they unconditionally shared data and information. They saw that the benefits of networking with OLKA not only raised awareness for the target group but also enhanced awareness at a national level. The partnership provided utilization of a tested brand. This was seen as an exemplary service. This being that many organizations did not have to develop or create something that was already created, and also that OLKA freely shared this learned knowledge without demanding or requiring an obligation.

6.1 Strengths and Limitations

The amount of data was immense, breaking down statements to form subcategories was quite challenging. Response were unique and focusing on very specific details. The amount of data was seen as a great benefit and the unique responses showcased the authenticity of personal thoughts. Even though this study was a case study, results cannot be generalized but can be used as a baseline for development.

During the interviews the interviewees subsequently at times had difficulty in describing productive networking in general terms, more often reflecting the term in regard to their own organizations behavior. The themes of the interviews were purposefully asked in both generality and specifically regarded OLKA. This at times created confusion to the interviewees, it was realized that in future interviews the terms and structure of the interview should be more efficiently described at the beginning of the interview, to enhance data collection regarding a behavior in general.

As the data was being analysed it was determined that the study aims needed to be adjusted as to best achieved the desired outcome. The adjustment to the aims of the study was mentioned in Chapter 3. Also, it was seen during the interviews that interviewees responses were mainly re-flections and thoughts about their organization and organizations way of working, whereas partially the study aimed to gain general opinions of productive networking and its characteristics along with experiences with the OLKA brand.

6.2 Ethical considerations

Openness and responsible scientific conduct are of great importance when conducting a study, as well as when writing a thesis. Guidelines for responsible scientific conduct must be complied and monitored, through this the integrity of the study is upheld. Also, it must be ensured that the study is in compliance of legislation acts, among these the EU General Protection Act and Act of Openness of Government Activities. (Arene 2018.) Permission for this study was granted by EJK ry and also research permission was applied for and granted from the HUH ethical committee.

The participant of the study must be given full disclosure about the purpose of the study and also how acquired data will be handled regarding the participants privacy.

Confidentiality is a must otherwise there is no trust between the researcher and the participant. The participant must give consent to the interview and use of the data derived from the interviews. The participant is to understand that he or she may at any time exclude himself from the research, along with all the data collected concerning the participants interview. The anonymity of the participants of this study was of great importance, this also being a guideline for interviewees right to privacy. Being a smaller networking community, it recognized that it was of great important that participant candidates were able to directly contact the thesis researcher, not having to go through the OLKA brand. This being, their confidence of anonymity was supported, and privacy ensured. Complete understanding of the purpose of the study and information of how the data will be used was provided for the study participants in the form of a study information sheet. The number of participants to the study was sufficient to ensure anonymity and also the data quoted in the written thesis did not divulge the participants organization or even the geographical location of the organization. The researcher must keep in mind that he is ethically acting in interest of the participant. (Holloway – Wheeler 2010.)

6.3 Reliability and validity

Trustworthiness is the key to any research. It is the degree of assurance to which “data, interpretation, and methods used to ensure the quality of a study”. (Connelly, L 2016:435.)

Protocols and processes must be secured, data collection and analysis must be consistent. Note taking simultaneously during the data collection process promotes the dependability of qualitative research. Documentation of what decisions have been made during the data analysis period and these decisions are to be later mentioned in the findings of the research advocate confirmability. Because this research is a case study, the transferability of the research cannot be direct. To ensure transferability the researcher is committed to providing details of the context of the inter-views along with descriptions of the subjects interviewed and the environment where the inter-view has taken place. (Connelly, L 2016.)

Data collection and data analysis can be affected by the type of methodology chosen, personal choice and the researchers educational background. This however might also have a positive effect, through face-to-face personal contact which might bring more in-depth information to the researcher about the topic at hand. (Dawson, C 2002.)

Research is only as good as the investigator. It is the researcher's creativity, sensitivity, flexibility and skill in using the verification strategies that determines the reliability and validity of the evolving study." (Morse. J, Barrett. M, Mayan. M, Olson.K and Spiers.J. 2002:17.)

The credibility of the data source is confirmed because the subjects to be interview are known by the OLKA organization to have had networking experience with this case study organization. For this reason, it may be determined that the interviewees have the necessary experience of networking needed. An invitation to participate in this study was sent out to 61 individuals, 16 individuals responded with an interest in participation, all 16 were interviewed. The geographical representation of the interviewees was diverse, coming from multiple areas within Finland.

Advantages of the planned data collection method is that interviews can be scheduled and con-ducted at a time that most suits the interviewee. Also, the environment of where the interview is conducted is familiar to the interviewee, which can bring a sense of openness and security that can promote the active participation of the person being interviewed. The interviewees use the telephone and Skype as part of their daily work and most likely feel comfortable with arranging a telephonic interview. Open-ended questions in the guide paper, allow the interviewer to get the information needed. By combining the guide paper with the telephonic interviews, the research participant is more willing to give in depth answers. (Farooq, M and de Villiers, C. 2017.)

7 Conclusions

The purpose of the study was to gain a holistic view of beliefs and motivations towards productive networking behavior in the health care third sector. The aim of this study was also to discover what factors are found to promote effective networking in general and also between OLKA and their partners. It was seen beneficial to interview not only OLKA partners but also OLKA representatives. This was not done to define their differences in perceptions but to discover the wholeness of aspects in regard to thoughts of the concept of productive networking and how to support and develop networking behavior. The study provided information that there is a strong consensus of meaning between both groups when discussing the topics and terms addressed in this study. Also, the study

provided results of how OLKA's partners described their health care third sector networking relationship with OLKA.

According to the finds from this study OLKA representatives described the ideology of productive networking in their job position was a given, a trait or a way of naturally fulfilling their job description. For this group the meaning or importance of a written strategy for productive networking was seen as a more distant concept. Productive networking was more about trust and creativity. For OLKA partners however, productive and innovative networking was based on benchmarking, critical goal setting and bilateral synergy. Strategic wittiness towards networking the bases for the creation and development of new.

As a term productive networking was seen as an operating model that included mutual goal sharing, value-based drivers and which had a personal interest. The ideology that work and discovery is done together. It was discovered in the study that both OLKA representatives and partners saw that innovative networking is organizational synergy where models and processes are benchmarked. This meaning that everyone is not doing the same development on their own, but it was seen as more sensible to work together, while at the same time learning from each other. To ensure that benchmarking and networking is productive there should be open communication and trust between networking partners and groups, also the organizations involved in the networking, their strategies should provide a framework for operational flexibility.

Qualities that supported productive networking behavior were seen as the synergy of organization purpose and the need of management and personal commitment not only toward education also towards self-direction within the job position. Innovation supporting behavior while networking was described as including benchmarking, shared commitment and responsibility. The ideology that everyone wins, supported this behavior. When information and good practices were openly shared innovation was seen to be at its finest. Also, the sense of togetherness, goal sharing developed the facilitation of innovative networking behavior.

OLKA representatives saw that networking behavior at times might also have a restrictiveness towards innovation. They saw that there should be a consciousness towards networking and its products, a consciousness of the fact that networking itself is not a guarantee that an organization will be innovative. It was seen that in smaller networking

groups familiarity might possibly hamper out of the box thinking. Individuals might be hesitant to critically evaluate other's ideas when personal relationships are close. In the data, OLKA partners did not bring this aspect up. This was an interesting factor considering that OLKA representatives presented to have less knowledge of how productive networking behavior could be measured or determined, but on the other hand they saw that networking must be a conscientious goal oriented behavior.

Productive networking measurement tools were not easy to determine or describe. Some felt that productive networking could be measured in quantitative means others felt that it must go beyond numbers. OLKA representatives found it more difficult to name a concrete method of measurement whereas OLKA partners had more thoughts towards methods of measurement. Ways to measure productive networking and its goals is a meaningful part of any business strategy, the measurement tools should be well defined not only to upper management levels but to the representative levels as well.

The participants in this study brought forth that their business strategies did not in general specifically enclose productive networking as a strategic goal. Productive networking was mainly thought of as a value that the organization held. But the importance of outlining productive networking into future business strategies was seen as a must.

OLKA organizational networking skills showed a level of collaborative networking integration; with goal orientated networking behaviour and, learning and performing goals. The health care public sector and health care's third sector are not seen as traditional business environments, because their main goals are not primarily monetary benefit, but the basis is mainly on developing and upholding quality health care services for citizens and their community. It was for this reason that the main consensus derived from the data was that end benefit for these organizations productive networking was to gain a community benefit. Although among OLKA partners it was also mentioned that there was no shame that this networking produced some personal benefits also. These personal benefits including that networking individuals may use their pre-existing network relationships and also that the networking practiced could also bring career benefits to that person.

Attitudes towards productive networking communication channels differed from what position the individual interviewed held in their organizations. Also, the choice of channels was impacted by the size of the organizations. Social media played a large role in

networking communication in health care's third sector, as well as weekly meetings and training sessions. Face-to-face meetings were generally held through a platform, this was seen as a great benefit for network productivity being as partners were located throughout different regions on Finland. Communication channels within the OLKA network and networking partners was seen to be unified, but enhancement of support of communication channel usage could be in some respects developed.

Based on the data derived from this study it would be suggested that there is a necessity to, more in depth, determine how productive networking can be evaluated and supported within organizations. It was clearly seen that the importance of productive networking is increasing within the health care sector and its third sector, but ways of monitoring and evaluating its effectiveness were hard to describe or determine. In the health care third sector the significance of how to facilitate conscientious networking behavior as more than being a given personality trait or given job description is of great emphasis in today's changing health and social care sector.

As a summarization, a majority of the interviewees were adamant about further developing their productive networking relationship with OLKA to the next level. They felt that their networking relationship has been vastly productive, it had not only helped patients and patients loved ones, but also strengthened their organizations role in society along with it being a tremendous asset to the Finnish society in general. OLKA was amended for providing a branded service for the greater good.

“...se on sillä muille tosi mahtavaa, että OLKA tavallaan, niinkun on ottanut asiakseen raivata tien sinne (sairaalaan) ja sitten niinkun yhteistyötä myötä pystyttään erilaisia potilasryhmiä auttamaan.” (Interview 5)

“...it is so wonderful, for others, that OLKA in a way has taken to clearing the way into there (to the hospital) and then by working together we are able to help different patient organizations.” (free translation)

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Study information sheet

TIEDOTE TUTKIMUKSEN OSALLISTUJALLE

28.4.2019

Healthcare sector and third-party sector's productive partnership in collaborative networks.

Case Study: OLKA®, Key factors which promote productive networking in collaboration with affiliates and multifaceted professionals.

Erika Martikainen, Metropolia Ammattikorkeakoulu

Hyvä tutkimuksen osallistuja,

Tutkimuksen tarkoituksena on selvittää, ne ydin tekijät, joiden avulla voidaan edistää tuottavampaa verkostotyötä OLKA® ja heidän yhteistyökumppaneiden välillä.

Tutkimus toteutetaan teemahaastatteluna joko kasvotusten, puhelimitse tai Skypellä haastateltavana aikataulun ja toiveiden mukaisesti. Tutkimuksessa haastatellaan OLKA®n asiantuntija Anu Toijan osoittamia henkilöitä. Tavoiteltava haastateltavien määrä on yhteensä 20 henkilöä, jotka ovat joko OLKA®n omia asiantuntijoita tai eri yhteistyökumppaneita. Aineisto kerätään touko-kesäkuussa 2019. Pyydänkin Sinua osallistumaan tähän haastatteluun, jossa ollaan kiinnostuneita asiantuntija kokemuksistasi ja -näkemyksistäsi tehokkaan verkostoitumisen ominaisuuksista. Lisäksi omat kokemuksesi OLKA®n kanssa tehdyssä verkostoitumisen työssä ovat arvokasta tietoa tutkimukselle. Tutkimuksen osallistuminen on vapaaehtoinen. Tutkimusaineisto eettisen vastuun huomioiden tutkijan toimesta analyysin valmistuttua.

Tutkimus liittyy terveysalan liiketoiminnan kehittämisen maisteriopintoihin Metropolia Ammattikorkeakoululla. Opinnäytetyöni on tarkoitus valmistua syksyllä 2019. Mikäli sinulla on jotain kysyttävää tutkimukseen liittyen, voit olla yhteydessä minuun puhelimitse tai sähköpostitse.

Ystävällisin terveisin,

Erika Martikainen (Kätilö/Sairaanhoitaja, asiakasvastaava, YAMK opiskelija)

Metropolia Ammattikorkeakoulu, Tukholmankatu Helsinki

Informed consent form, participation to the study

SUOSTUMUS TUTKIMUKSEEN OSALLISTUMISESTA

Tutkimus:

Julkisen terveydenhuollon ja kolmannen osapuolten tuottava kumppanuus yhteistyöverkostoissa. Tapaustutkimus: OLKA® Avain tekijät, jotka tukevat rakentavaa verkosto- maista työskentelyä yhteistyössä tytärijärjestöjen ja monialaisen ammattilaisten kanssa.

Tutkimuspaikka/tapa: puhelin/Skype haastattelu

Tutkimuksen toteuttaja: Erika Martikainen (Kätilö/Sairaanhoitaja, asiakasvastaava, YAMK opiskelija) Metropolia Ammattikorkeakoulu, Helsinki

Olen lukenut ja ymmärtänyt saamani kirjallisen tutkimustiedotteen. Tiedotteesta olen saanut riittävän selvityksen tutkimuksesta ja sen yhteydessä suoritettavasta tietojen keräämisestä, käsittelystä ja luovuttamisesta. Tiedotteen sisältö on kerrottu minulle myös suullisesti, minulla on ollut mahdollisuus esittää kysymyksiä ja olen saanut riittävän vastauksen kaikkiin tutkimusta koskeviin kysymyksiini.

Minulla on ollut riittävästi aikaa harkita osallistumistani tutkimukseen. Olen saanut riittävät tiedot oikeuksista, tutkimuksen tarkoituksesta ja sen toteutuksesta sekä tutkimuksen hyödyistä ja riskeistä. Minua ei ole painostettu eikä houkuteltu osallistumaan tutkimukseen.

Ymmärrän, että osallistumiseni on vapaaehtoista. Olen selvillä siitä, että voin peruuttaa tämän suostumukseni koska tahansa syytä ilmoittamatta. Tiedän, että tietojani käsitellään luottamuksellisesti eikä niitä luovuteta sivullisille. Jos tietoja luovutetaan, saan selvityksen siitä, kenelle tutkimuksen aikana kerättyjä tietoja voidaan luovuttaa ja miten tietojen luottamuksellisuus on suojattu. Olen tietoinen siitä, että mikäli keskeytän tutkimuksen, minusta keskeyttämiseen mennessä kerättyjä tietoja ja näytteitä voidaan käyttää osana tutkimusaineistoa. Jos peruutan suostumukseni minusta kerättyjä tietoja ja näytteitä ei käytetä tutkimuksessa.

Kysymykset ja tiedustelut voi esittää tutkijalle; Erika Martikainen

Osallistujan nimi

Päivämäärä

Allekirjoitus

Suostumus vastaanotettu

Opinnäytetyön tekijän nimi
(Suostumuksen vastaanottaja)

Päivämäärä

Allekirjoitus

Interview guide paper

1. Describe your organization?
 - 1.1. What is the structure?
 - 1.2. What is your own role within the organization?
2. How would you define productive networking?
 - 2.1. What are the factors motivating this behavior?
 - 2.2. What do you see as the benefits of networking?
 - 2.3. How can an organization develop their networking behavior in regards to strategic business development?
 - 2.4. How do you think productive networking can be measured?
 - 2.5. How does networking behavior support innovation?
3. How do you see that networking is integrated into your organizations business strategy?
 - 3.1. How well do you think your organizations members understands this business strategy?
 - 3.2. What motivates your organization to network?
 - 3.3. What are the goals your organization wishes to achieve through networking?
 - 3.4. How is your organization's own business strategy encompassed in your networking behavior?
 - 3.5. Are the goals your organization wishes to be achieved through networking more community based, or career based and why?
 - 3.6. How do members inside of the network communicate with each other?
 - 3.7. Which channel of communication do you see as the most effective?
4. In your organization, what are the qualities of leadership that encourage and support your networking interactions?
 - 4.1. How does your team leader upkeep the teams productive networking?
 - 4.2. What do you see as possible ways in which you have influence in regards to the depth of the networking relationship?
 - 4.3. How does your organization support the skill development of your networking abilities?
5. What are your organizations tools for measuring productive networking / networking behavior?

- 5.1. What are the different measurement tools used for measuring networking within your own organization compared to networking with collaborative organizations?
6. Evaluate your networking experience with OLKA.
 - 6.1. Who initiated the networking relationship? Where and how was it initiated?
 - 6.2. What would you describe as positive experiences with OLKA in regards to networking? What were the challenges?
 - 6.3. How does networking with OLKA support your own organizations innovation and strategic goal achievements?
 - 6.4. What would be your suggestion for enhancing the depth of your networking relationship with OLKA in the future?

Interview questions, research objective allocation

Research Objectives	Questions in the interview instrument
1.What is OLKA®'s purpose as an organization?	Question 1
2. What are the key qualities that support to drive the transformation of a network into a productive network?	Question 4
3. What are the perceptions of OLKA®'s partners and representatives <u>in regard to</u> what innovative and productive networking is considered to be?	Question 2 and 3 term definition, how it is measurable, how does it support innovation and how is it integrated into a business strategy
4. What <u>are seen as</u> the features of OLKA® networking that promote or inhibit their ability to network productively?	Question 5 and 6

Tietosuojaseloste

Tämä seloste kuvaa, miten henkilötietojasi käsitellään tutkimuksessa.

Tähän tutkimukseen osallistuminen on vapaaehtoista. Voit myös halutessasi keskeyttää osallistumisesi tutkimukseen. Jos keskeytät osallistumisesi, ennen keskeytystä kerättyä aineistoa voidaan kuitenkin käyttää tutkimuksessa. Tässä tietosuojaselosteessa kerrotaan tarkemmin, mitä oikeuksia sinulla on ja miten voit vaikuttaa tietojesi käsittelyyn.

1. Opinnäytetyön/tutkimuksen rekisterinpitäjä

Opiskelija: Erika Martikainen

Osoite: xxx

Yhteyshenkilö tutkimusta koskevissa asioissa:

Nimi: Erika Martikainen

Osoite: xxx

Puhelinnumero: xxx

Sähköpostiosoite: xxx

2. Kuvaus opinnäytetyöstä/tutkimuksesta ja henkilötietojen käsittelyn tarkoitus

Tutkimuksessa ollaan kiinnostuneita asiantuntijoiden kokemuksista ja -näkemyksistä tehokkaan verkostoitumisen ominaisuuksista. Lisäksi kokemuksista OLKA®n kanssa tehdyssä verkostoitumisen työssä ovat arvokasta tietoa tutkimukselle. Tutkimuksen osallistuminen on vapaaehtoinen. Tutkimusaineisto eettisen vastuun huomioiden tutkijan toimesta analyysin valmistuttua.

Tutkimuksen osallistuminen on vapaaehtoinen. Henkilötietoja, jota käsitellään, on työskentely organisaatio ja suhde tapaustutkimus organisaatioon. Jos tietoja luovutetaan, haastateltava saa selvityksen siitä kenelle tutkimuksen aikana kerättyjä tietoja voidaan luovuttaa ja miten tietojen luottamuksellisuus on suojattu. Haastateltava on tietoinen siitä, että mikäli keskeyttää tutkimuksen tai peruu suostumuksen, hänestä

keskeyttämiseen ja suostumuksen peruuttamiseen mennessä kerättyjä tietoja voidaan käyttää osana tutkimusaineistoa.

Tutkimus liittyy terveysalan liiketoiminnan kehittämisen maisteriopintoihin Metropolia Ammattikorkeakoululla.

3. Opinnäytetyön tekijä tai tutkimuksen vastuullinen tutkija

Nimi: Erika Martikainen

Osoite: xxx

Puhelinnumero: xxx

Sähköpostiosoite: xxx

4. Tietosuojavastaavan yhteystiedot

Metropolia ammattikorkeakoulun tietosuojavastaava on Tuulia Aarnio.

Puhelin: +358 40 844 0690 (kiireellisissä asioissa aina soitto tietosuojavastaavalle)

5. Opinnäytetyön tai tutkimuksen suorittajat

Erika Martikainen, opinnäytetyön tekijä.

6. Opinnäytetyön/tutkimuksen aihe ja kesto

Opinnäytetyön/tutkimuksen nimi:

Julkisen terveydenhuollon ja kolmansien osapuolten tuottava kumppanuus yhteistyöverkostoissa. Tapaustutkimus: OLKA® Avaintekijät, jotka tukevat rakentavaa verkostoimaista työskentelyä yhteistyössä tytäryrjestöjen ja monialaisten ammattilaisten kanssa. Kertatutkimus

Henkilötietojen käsittelyn kesto:

Data-analyysin ajaksi sekä tutkimuksen julkaisemisen saakka.

7. Henkilötietojen käsittelyn oikeusperuste:

Henkilötietoja käsitellään seuraavalla yleisen tietosuoja-asetuksen 6 artiklan 1 kohdan mukaisella perusteella: tutkittavan suostumus, tutkimusaineistojen arkistointi, rekisterinpitäjän lakisääteisen velvoitteen noudattaminen.

8. Mitä tietoja keräämme ja tallennamme

Henkilön yksilöintitiedot eritellään yhteystiedot ja työskentely organisaatio.

A. Arkaluonteiset henkilötiedot

Tutkimuksessa/kehittämistoiminnassa tai opinnäytetyössä ei käsitellä arkaluonteisia henkilötietoja.

9. Mistä henkilötietoja kerätään

Tallennettavat tiedot saadaan suoraan tutkimuksen osallistujilta, jotka ovat itse ilmoittautuneet opinnäytetyön tekijälle sähköpostitse ja ilmoittanut halukuudesta osallistua opinnäytetyön sekä haastattelun yhteydessä. Rekisteriin tallennettavat henkilötiedot perustuvat tutkittavan suostumukseen.

10. Tietojen siirto tai luovuttaminen muille

Henkilötietoja ei luovuteta tai siirretä säännönmukaisesti muille.

11. Tietojen siirto tai luovuttaminen EU:n tai Euroopan talousalueen ulkopuolelle

Henkilötietoja ei luovuteta eikä siirretä EU:n tai Euroopan talousalueen ulkopuolelle.

12. Automatisoitu päätöksenteko

Automaattisia päätöksiä ei tehdä.

13. Henkilötietojen suojauksen periaatteet

Tiedot ovat salassa pidettäviä. Tiedot kerätään Erika Martikaisen henkilökohtaiselle tietokoneelle, käsiteltävät tiedot ovat käyttäjätunnuksen ja salasanan takana, jotka ovat vain Erika Martikaisen tiedossa.

14. Henkilötietojen käsittely opinnäytetyön tai tutkimuksen päättymisen jälkeen

Tutkimusrekisteri tai muu rekisteri hävitetään.

15. Mitä oikeuksia sinulla rekisteröitynä/tutkittavana on ja oikeuksista poikkeaminen

Yhteyshenkilö tutkittavan oikeuksiin liittyvissä asioissa, johon voi ottaa yhteyttä on Erika Martikaisen.

Suostumuksen peruuttaminen (tietosuoja-asetuksen 7 artikla)

Sinulla on oikeus peruuttaa antamasi suostumus, mikäli henkilötietojen käsittely perustuu suostumukseen. Suostumuksen peruuttaminen ei vaikuta suostumuksen perusteella ennen sen peruuttamista suoritettua käsittelyä lainmukaisuuteen.

Oikeus saada pääsy tietoihin (tietosuoja-asetuksen 15 artikla)

Sinulla on oikeus saada tieto siitä, käsitelläänkö henkilötietojasi hankkeessa ja mitä henkilötietojasi hankkeessa käsitellään. Voit myös halutessasi pyytää jäljennöksen käsiteltävistä henkilötiedoista.

Oikeus tietojen oikaisemiseen (tietosuoja-asetuksen 16 artikla)

Jos käsiteltävissä henkilötiedoissasi on epätarkkuuksia tai virheitä, sinulla on oikeus pyytää niiden oikaisua tai täydennystä.

Oikeus tietojen poistamiseen (tietosuoja-asetuksen 17 artikla)

Sinulla on oikeus vaatia henkilötietojesi poistamista seuraavissa tapauksissa:

a) henkilötietoja ei enää tarvita niihin tarkoituksiin, joita varten ne kerättiin tai joita varten niitä muutoin käsiteltiin

b) peruutat suostumuksen, johon käsittely on perustunut, eikä käsittelyyn ole muuta laillista perustetta

c) vastustat käsittelyä (kuvaus vastustamisoikeudesta on alempana) eikä käsittelyyn ole olemassa perusteltua syytä

d) henkilötietoja on käsitelty lainvastaisesti; tai

e) henkilötiedot on poistettava unionin oikeuteen tai jäsenvaltion lainsäädäntöön perustuvan rekisterinpitäjään sovellettavan lakisääteisen velvoitteen noudattamiseksi.

Oikeutta tietojen poistamiseen ei kuitenkaan ole, jos tietojen poistaminen estää tai vaikeuttaa suuresti käsittelyn tarkoituksen toteutumista tieteellisessä tutkimuksessa.

d) olet vastustanut henkilötietojen käsittelyä (ks. tarkemmin alla) odottaessa sen todentamista, syrjäyttävätkö rekisterinpitäjän oikeudet perusteet rekisteröidyn perusteet.

Oikeus käsittelyn rajoittamiseen (tietosuoja-asetuksen 18 artikla)

Sinulla on oikeus henkilötietojensa käsittelyn rajoittamiseen, jos kyseessä on jokin seuraavista olosuhteista:

a) kiistät henkilötietojen paikkansapitävyyden, jolloin käsittelyä rajoitetaan ajaksi, jonka kuluessa Erika Martikainen voi varmistaa niiden paikkansapitävyyden

b) käsittely on lainvastaista ja vastustat henkilötietojen poistamista ja vaadit sen sijaan niiden käytön rajoittamista

c) Erika Martikainen ei enää tarvitse kyseisiä henkilötietoja käsittelyn tarkoituksiin, mutta sinä tarvitset niitä oikeudellisen vaateen laatimiseksi, esittämiseksi tai puolustamiseksi

d) olet vastustanut henkilötietojen käsittelyä (ks. tarkemmin alla) odottaessa sen todentamista, syrjäyttävätkö rekisterinpitäjän oikeutetut perusteet rekisteröidyn perusteet.

Oikeus siirtää tiedot järjestelmästä toiseen (tietosuoja-asetuksen 20 artikla)

Sinulla on oikeus saada Erika Martikaiselta, toimittamasi henkilötiedot jäsennellyssä, yleisesti käytetyssä ja koneellisesti luettavassa muodossa, ja oikeus siirtää kyseiset tiedot toiselle rekisterinpitäjälle Erika Martikaisen estämättä, jos käsittelyn oikeusperuste on suostumus tai sopimus, ja käsittely suoritetaan automaattisesti.

Kun käytät oikeuttasi siirtää tiedot järjestelmästä toiseen, sinulla on oikeus saada henkilötiedot siirrettyä suoraan rekisterinpitäjältä toiselle, jos se on teknisesti mahdollista.

Vastustamisoikeus (tietosuoja-asetuksen 21 artikla)

Sinulla on oikeus vastustaa henkilötietojesi käsittelyä, jos käsittely perustuu yleiseen etuun tai oikeutettuun etuun. Tällöin Erika Martikainen ei voi käsitellä henkilötietojasi, paitsi jos se voi osoittaa, että käsittelyyn on olemassa huomattavan tärkeä ja perusteltu syy, joka syrjäyttää rekisteröidyn edut, oikeudet ja vapaudet tai jos se on tarpeen oikeusvaateen laatimiseksi, esittämiseksi tai puolustamiseksi. Erika Martikainen voi jatkaa henkilötietojesi käsittelyä myös silloin, kun sen on tarpeellista yleistä etua koskevan tehtävän suorittamiseksi.

Oikeuksista poikkeaminen

Tässä kohdassa kuvatuista oikeuksista saatetaan tietyissä yksittäistapauksissa poiketa tietosuoja-asetuksessa ja Suomen tietosuojalaissa säädetyillä perusteilla siltä osin, kuin oikeudet estävät tieteellisen tai historiallisen tutkimustarkoituksen tai tilastollisen tarkoituksen saavuttamisen tai vaikeuttavat sitä suuresti. Tarvetta poiketa oikeuksista arvioidaan aina tapauskohtaisesti.

Valitusoikeus

Sinulla on oikeus tehdä valitus tietosuojavaltuutetun toimistoon, mikäli katsot, että henkilötietojesi käsittelyssä on rikottu voimassa olevaa tietosuojalainsäädäntöä.

Yhteystiedot:

Tietosuojavaltuutetun toimisto

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